



*A taste you can never forget!*

# *Business Plan*

2017-2021

**NB: Some details are not shown due to confidentiality**

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"There's no better feeling in the world than a warm pizza  
box on your lap"

- *Kevin James*



## Executive Summary

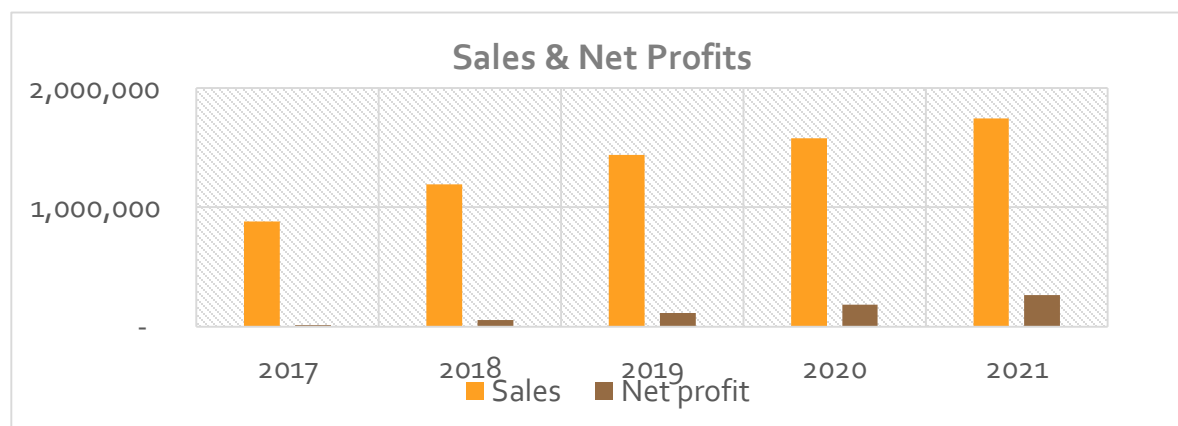
Slice of Heaven is a proposed pizza restaurant to be set up at Willowdale Shopping Centre NSW, which will offer quality pizza at affordable prices on its own brand name. Slice of Heaven plans to obtain 50-80 square meters of space for the restaurant within the Shopping Centre on a 5-year lease. The restaurant need have at least 5 tables with a minimum seating capacity of 20 guests.

At the moment there is no pizza restaurant in and around the Shopping Centre. Therefore a pizza restaurant will definitely attract the visitors to the Shopping Centre and the residents in the vicinity. Slice of Heaven plans to provide free delivery for online orders which will enable it to capture a larger market outside the Shopping Centre.

Fast food industry in Australia is worth around us\$16 billion and it is expected to grow by 3.9% a year over the next 05 years to reach us\$19.3 billion. On the other hand, there is a huge market in Australia for pizza. For instance, world pizza market amounted to us\$128 billion in 2016 and Australia alone has contributed us\$1.97 billion to this total, which is around 8% of the world pizza consumption in 2016.

Projected sales and the net profits (AUD) during the first year of operation are as follows:

	2017	2018	2019	2020	2021
Sales	880,563	1,188,759	1,435,427	1,578,970	1,740,814
Net profit	14,553	56,956	114,411	184,764	263,623



The applicant and his investment partner plan to invest AUD 160,000 in setting up this restaurant with an expected payback period of 2.5 years. The applicant will own at least 65% the shares of the company while the rest will be owned by his investment partner. The applicant has a degree in hospitality management together with many years of experience at



major restaurant brands. Further, he hails from a family with a background in the food business.

## Mission Statement

The mission is to enable the visitors to the Shopping Centre and the resident living in the vicinity to enjoy a meal of authentic pizza at reasonable prices.

## Objectives

The objectives in the first year of operation are as follows:

- Selling at least 100,000 pizzas
- Achieving a sales target of AUD 850,000
- Keeping the prime cost ratio less than 67.5%

## Keys to Success

Keys to success or critical success factors (CSFs) are those elements that are necessary for any organization to achieve its mission. Slice of Heaven's keys for success can be identified as follows:

- Building a strong brand image for quality & tasty pizza
- Increasing the number of repeat / regular customers
- Implementation of a reasonable pricing strategy



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## 1 Products & Services

Slice of Heaven's menu will feature a limited selection of items for quick and easy selection. It will include several types of pizzas, sides, and drinks. Pizzas will be available in large and small sizes with different crusts and toppings.

### 1.1 Regular Pizza

Regular pizza range will include thick or thin crust pizza with different toppings in meat, cheese, sausages, seafood or vegetarian.



### 1.2 Arabic Style Pizza

Arabic style pizzas probably date back to the fifteenth century and would have appeared in the region of the Beqaa Valley in Eastern Lebanon close to the Syrian border. It often consists of open-faced meat pies. Slice of Heaven will offer Arabic pizzas with few varieties which will





include plain cheese, oregano, and meat or mixes of them. Arabic Pizzas will be promoted for breakfast at much cheaper prices.



*Arabic style pizza*

### **1.3 Sides**

Slice of Heaven will offer fried chicken, garlic bread, and French fries as side dishes.



*French fries*



*Garlic bread*



*Fried chicken*





## 1.4 Drinks

Slice of Heaven menu will include Coca-Cola products and bottled water in its drinks range.



*Coca-Cola products*

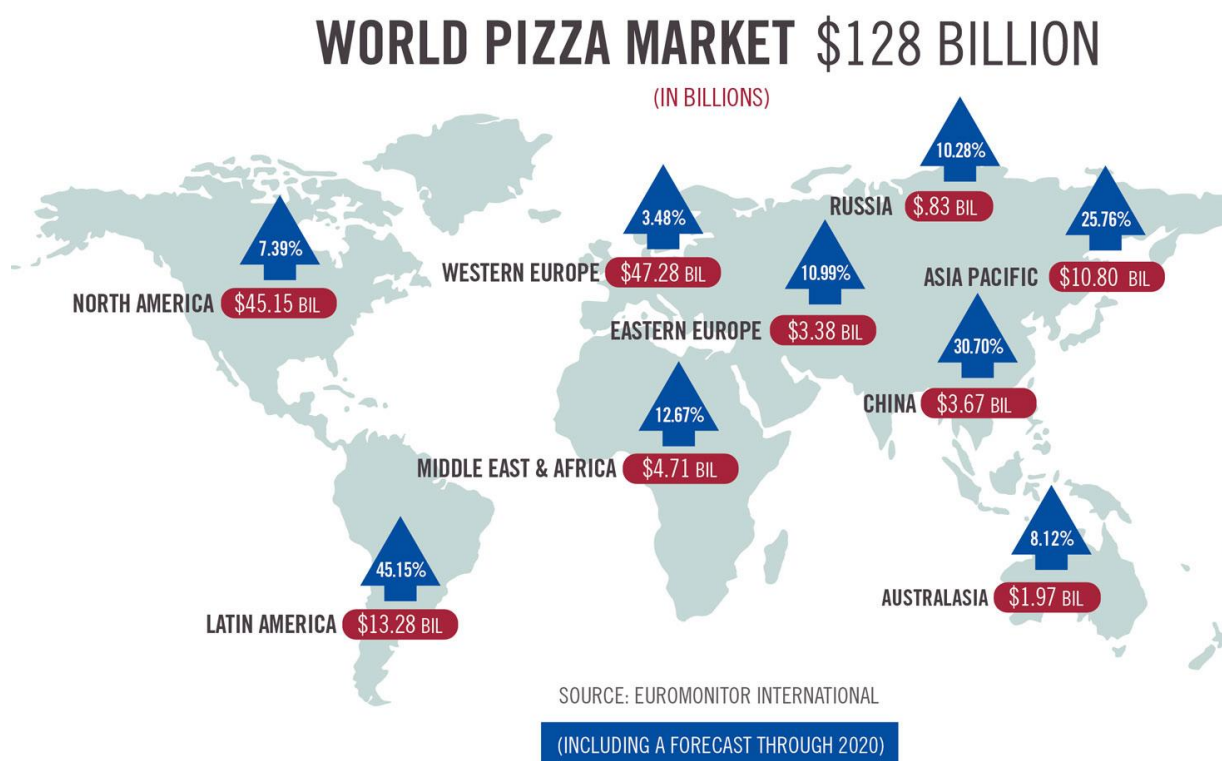
## 2 Industry Analysis

### 2.1 Fast Food Industry in Australia

Growth in the fast food services industry has been strong over the past five years. The industry is currently worth around \$16 billion and is expected to fare well over the next five years with revenue forecast to rise by an annualized 3.9% to reach \$19.3 billion<sup>1</sup> in five years. Increasing public awareness of the importance of a balanced diet has subdued revenue growth from traditional fast food outlets, while a range of healthier fast-food options has provided some expansion opportunities as consumers have revised their fast-food eating habits.

### 2.2 Pizza Industry - Worldwide and Australian Market

As per Technomic's 2016 Pizza Consumer Trend Report, world pizza market amounted to US\$128 billion and Australia has contributed US\$1.97 billion to this total, which is around 8% of the world pizza consumption in 2016.



<sup>1</sup> <https://www.ibisworld.com.au/industry/fast-food-services.html>



Pizza restaurant operators in Australia have expanded their range of beverages and other food options over the past five years. This trend has been supported by an increasing number of premium providers<sup>2</sup>.

Although this segment pizza segment used to account for more than 90% of pizza consumption in Australia, traditional pizzas have significantly fallen in popularity over the past five years. Traditional pizzas include standard menu items such as pepperoni and Hawaiian pizzas. The fall in this segment's share of industry revenue has been due to the increasing popularity of gourmet pizzas and the ongoing price wars particularly between traditional venues like Pizza Hut and Domino's.

### 2.3 Fast Food Industry Trends

- **Increasing demand for healthy foods<sup>3</sup>** - consumers are getting more and more concerned about health and nutrition of the food they eat. And restaurant operators are responding to this by expanding healthy food ranges and introducing new products.
- **Growing online ordering** - use of the website and mobile apps to make orders is increasing. It is important to have user-friendly websites and apps which can be accessed through mobile devices.
- **Snacks beating out breakfasts** - consumers are getting used to having snacks rather than breakfasts.
- **Expanding delivery** – home delivery is getting popular and consumers prefer to get the food delivered quickly.

### 2.4 Regulatory and Legal Requirements

#### Licensing & Registrations

Regulations and requirements for food businesses are laid down in the Food Standard Code developed by Food Standards Australia New Zealand<sup>4</sup>, which is a bi-national Government agency. Enforcement and interpretation of the Code are the responsibility of state and territory departments and food agencies within Australia and New Zealand.

The NSW Food Authority and local councils work together at the retail business level to regularly inspect cafés, restaurants, and retail food outlets to verify compliance with the Food Standards Code.

Following requirements will be applicable for Slice of Heaven:

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<sup>2</sup> <https://www.ibisworld.com.au/industry/pizza-restaurants-and-takeaway.html>

<sup>3</sup> <http://www.businessinsider.com.au/5-fast-food-trends-to-watch-out-for-2015-12>

<sup>4</sup> <http://www.foodstandards.gov.au/Pages/default.aspx>



- **Notification & registration** - Cafés, restaurants, and similar retail food outlets need to notify the local council of their business and food activity details. Slice of Heaven will be within Camden Council, which requires food businesses to register<sup>5</sup> and notify<sup>6</sup> the business premises.
- **Skills & knowledge** - The owners of food businesses are responsible for making sure that all people who handle food or food contact surfaces in their business, and the people who supervise this work, have the skills and knowledge they need to handle food safely.
- **Food safety supervisors** - All cafés, restaurants and retail food outlets need to appoint a Food Safety Supervisor (FSS) in their business if the food they prepare and serve is ready-to-eat.
- **Premise construction** - All food businesses must be designed and constructed to satisfy the requirements of Food Standards Code 3.2.3 – Food Premises and Equipment<sup>7</sup>.
- **Food safety controls** - Food businesses are expected to ensure that food handlers and anyone else on the premises do not contaminate food. Also, food premises, including fixtures, fittings, and equipment must be maintained in a clean condition and all food contact surfaces are sanitized. Further, food businesses need to have measures in place related to receiving, storing, processing, displaying, packaging, transporting and disposing of food.
- **Inspections** - Cafés, restaurants, and other retail outlets are regularly inspected by local council officers.

## Employment Laws

From 1 July 2009, most Australian workplaces including restaurants are governed by a new system created by the Fair Work Act 2009. The minimum wages received by employees in the national workplace relations system are determined annually by a specialist Minimum Wage Panel of the Fair Work Commission. The national minimum wage is currently \$17.70 per hour or \$672.70 per 38 hour week. Detailed minimum wages for different job titles in restaurants are laid down in the restaurant pay guide<sup>8</sup>, which will be applicable for Slice of Heaven.

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<sup>5</sup> <http://www.camden.nsw.gov.au/assets/pdf/Council/FormsAndPublications/2014/registration-of-food-premises.pdf>

<sup>6</sup> <http://www.camden.nsw.gov.au/assets/pdf/Environment/Health/2016/Notification-of-Permanent-Food-Premises-S100-Food-Act-2003.pdf>

<sup>7</sup> <https://www.legislation.gov.au/Series/F2008B00577>

<sup>8</sup> <http://www.fairwork.gov.au/ArticleDocuments/872/restaurant-industry-award-ma000119-pay-guide.docx.aspx>



### 3 Target Market

Slice of Heaven's primary target market is visitors to the Willowdale Shopping Centre. In addition, Slice of Heaven will provide delivery within a radius of 15km from the Shopping Centre. The population within this geographical area is around 1.89million<sup>9</sup>. The Australian population is growing at the rate of 1.8% a year.

As far as pizza is concerned, it is not generally possible to segregate the market in terms of demographic terms as pizza is a food that is eaten without any distinction as to gender, age, income level or social status.

#### 3.1 Competition & Market Opportunity

There is no pizza restaurant in and around Willowdale Shopping Centre at the moment. Therefore Slice of Heaven will be the only option for pizza for the visitors of the Shopping Centre and residents living near the Shopping Centre. However, since Slice of Heaven is planning to provide delivery, it is better to be aware of the following pizza restaurants located within a 20 minutes' drive from Slice of Heaven.

- **Pizza Hut Ingleburn** (pizzahut.com.au) - Ingleburn, 49 Carlisle St, Sydney NSW 2505
- **Raby Pizza House** (raby pizzahouse.com.au) – located at 5/2 Hurricane Dr, Raby NSW 2566
- **St Andrews Pizza** – (st-andrews-pizza.com.au) – located at 91 Ballantrae Dr, St Andrews NSW 2566
- **Domino's Pizza Eagle Vale** (www.dominos.com.au) – located at Eagle Vale Marketplace, Shop 9, Cnr Gould Rd & Eagle Vale Dve, Eagle Vale NSW 2558
- **Pizza Hut St Andrews** (pizzahut.com.au) - 1 Swettenham Rd, St Andrews, Sydney NSW 2566
- **Domino's Pizza Ingleburn** (www.dominos.com.au) - 64B Oxford Rd, Ingleburn NSW 2565
- **Domino's Pizza Carnes Hill** (www.dominos.com.au) - Carnes Hill Marketplce, 1/101 Kurrajong Rd, Horningsea Park NSW 2171
- **Prestons Piccola** (Pizzeria prestonpiccola.com.au) - d1/57 Minnamurra Circuit, Prestons NSW 2170

Although these restaurants are not in direct competition with Slice of Heaven, it may be important to be vigilant on their moves especially including the promotions they may run.

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<sup>9</sup> <https://www.freemaptools.com/find-population.htm>



### 3.2 Competitive Edge

Slice of Heaven's competitive edge will be derived from the following factors:

- Use of healthy food ingredients
- Offering tasty pizza at reasonable prices
- Offering a quality customer service





## 4 Strategic Options Evaluation

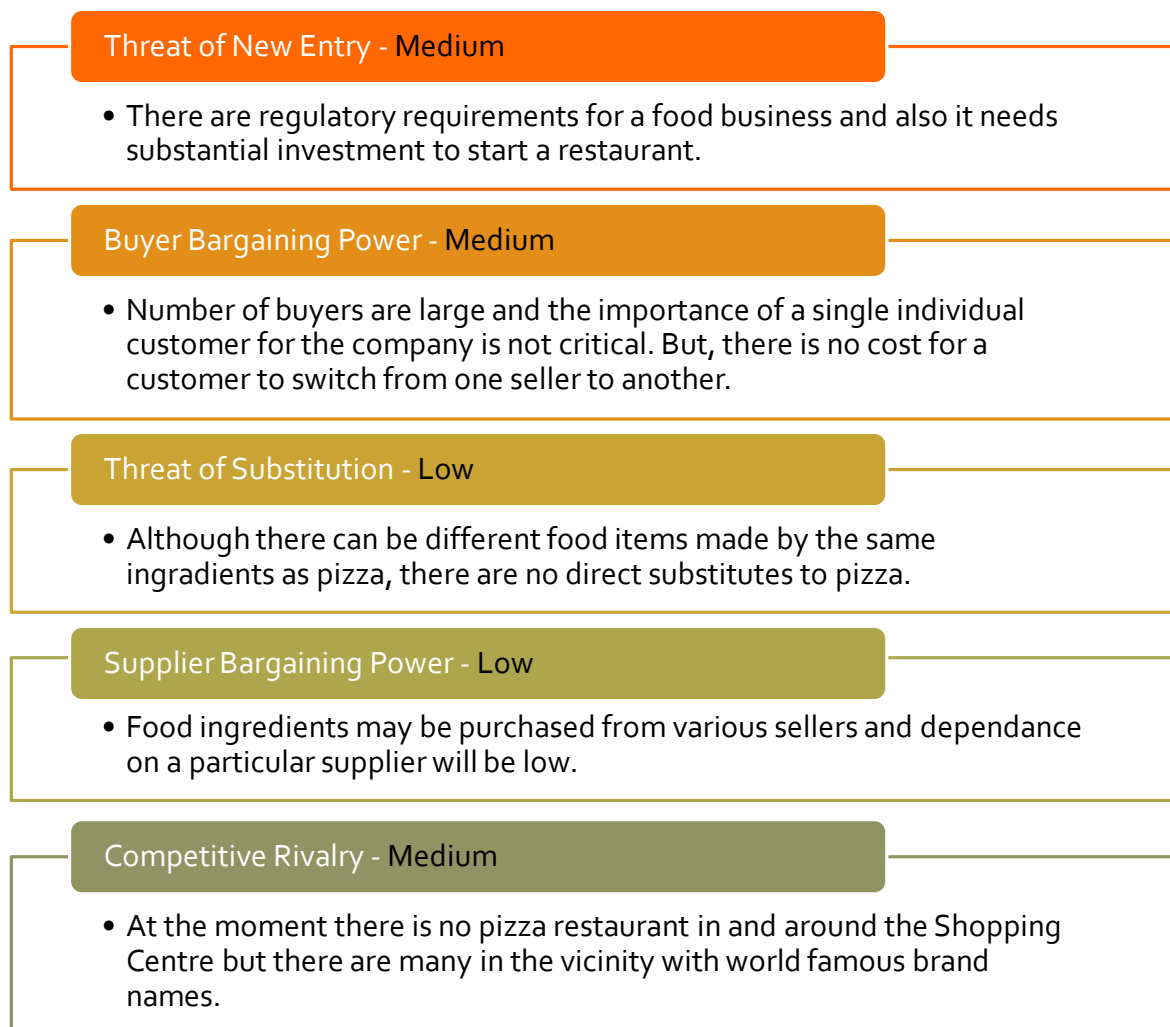
Following tools and techniques can be used to analyze Slice of Heaven's internal and external business environment and the potential strategies that will assist to reach its objectives.

### 4.1 Competitive Position – Porter's Five Forces

Porter's Five Forces Analysis is a popular analysis tool for assessing the potential for profitability in an industry based on the level of competition in an industry. It is also useful as a method of assessing the balance of power in an industry.

Slice of Heaven's competitive position can be analyzed with the use of this tool as follows.

Figure: Porter's Five Forces



It is apparent that Slice of Heaven is going to operate in a considerable competitive environment where there are strong well-known competitors whose actions may have an impact on the business of Slice of Heaven.



## 4.2 SWOT Analysis

A SWOT analysis is a tool used to evaluate the strengths, weaknesses, opportunities, and threats involved in a project or in a business venture. It can be carried out for a product, place, organization or person. The objective of this analysis is to follow suitable strategies to build on strengths (S), minimize weaknesses (W), seize opportunities (O) and counteract threats (T).

Figure: SWOT Analysis of Slice of Heaven

	<b>Helpful</b> to achieving the objective	<b>Harmful</b> to achieving the objective
<b>Internal origin</b> (attributes of the system)	<p><i>Strengths</i></p> <ul style="list-style-type: none"><li>• Owner possesses knowledge &amp; experience in the food business.</li><li>• Only pizza restaurant at the Shopping Centre.</li></ul>	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"><li>• Being a new brand name, it will take time to gain brand popularity.</li></ul>
<b>External origin</b> (attributes of the environment)	<p><i>Opportunities</i></p> <ul style="list-style-type: none"><li>• The menu can be easily expanded to include other cuisines.</li><li>• Business can be expanded geographically.</li></ul>	<p><i>Threats</i></p> <ul style="list-style-type: none"><li>• Big pizza brands may open restaurants within or near the shopping Centre.</li></ul>



## 5 Marketing Mix Strategies

### 5.1 Distribution Strategy

Distribution strategy will be two fold;

- Sales at the restaurant outlet
- Online sales through website & mobile app.

Free delivery will be available for online orders over AUD30 within a radius of 15km from the Shopping Centre.

### 5.2 Pricing Strategy

Slice of Heaven will offer its customers special introductory prices during the initial months of operation in order to attract the target market.

Later Slice of Heaven will follow the prices of big pizza brands like Pizza hut and Dominos and set its prices below the prices of their comparable items in line with the affordable pricing strategy.

On the other hand, Arabic style pizza will especially be promoted for breakfast and will be offered at cheaper prices starting from AUD 2/-.

### 5.3 Promotion Strategy

#### Positioning

Slice of Heaven will strive to position itself in the minds of target customers as a restaurant offering tasty pizzas with a strong commitment towards healthy food ingredients along with affordable prices and a superior customer service.

Slice of Heaven's promotion strategy will focus on achieving following objectives:

- Getting the initial social media hype on the launch of the restaurant
- Building a strong brand recognition and loyalty
- Building a reputation for healthy meals and quality customer service at affordable rates

#### Advertising & Marketing Techniques

Slice of Heaven will mainly make use of digital marketing techniques to promote the restaurant. A professional advertising firm may be hired as required to make creative advertisements to achieve the objectives of the promotion strategy.



## Website & Development Requirements

The website will include following features:

- Brandable and easy-to-remember domain name.
- It will be based on a content management system (CMS) so that content can be updated with ease.
- It will include an online ordering system and payment gateway.
- It will be mobile-friendly as more and more people are using mobile devices to access the internet.
- It should be integrated with social media enabling easy sharing.
- It will be SEO optimized for selected key words.

## Mobile App

Slice of Heaven will also introduce a mobile app enabling online orders. In addition to the website being mobile friendly, a dedicated app will further increase the convenience of online orders as more and more people are using mobile devices to browse the internet and mobile apps are getting more and more popular. The mobile app will be made available in both Apple App Store and Google Play Store for free download. Special discount schemes will be offered for online orders in the initial periods to popularize the mobile app within the target market.

## Social Media Plan

Social media plan will focus on building a community around the restaurant by engaging and interacting with existing and potential customers for a viral spread of the word of the restaurant and its services. Facebook, Twitter, YouTube, Google+, LinkedIn, Instagram, Pinterest and other social networking and social bookmarking sites will be utilized for this purpose.

## Online Advertising

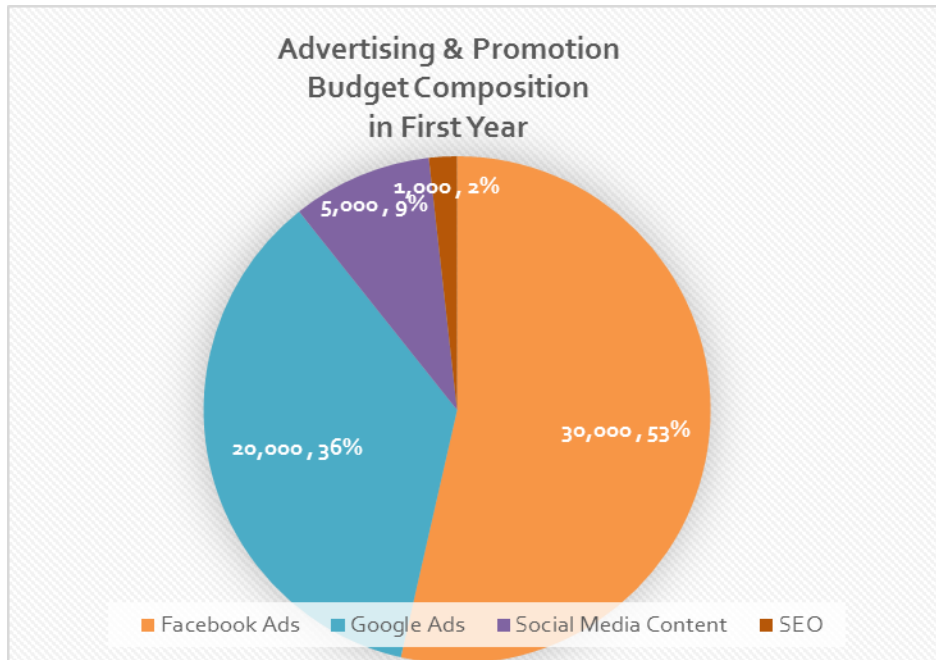
Advertising campaigns on Facebook and Google will be carried out on a regular basis.

Given below is the advertising & promotion budget (AUD):

Medium	2017	2018	2019	2020	2021
Facebook Ads					
Google Ads					
Social Media Content					
SEO					
Total					



Graph: Advertising & promotion budget composition – First Year



## 5.4 Sales Forecast

### Sales Volumes

Table: Sales Volumes

Product Category	Year 1	Year 2	Year 3	Year 4	Year 5
Regular Pizza	31,025	41,884	48,166.31	52,983	55,632
Arabic Style Pizza	54,750	73,913	84,999.38	93,499	98,174
Sides	23,725	32,029	36,833.06	40,516	42,542
Drinks	45,625	61,594	70,832.81	77,916	81,812
<b>Grand Total</b>	<b>155,125</b>	<b>209,419</b>	<b>240,832</b>	<b>264,915</b>	<b>278,160</b>



## Unit Prices

Table: Average Unit Prices (AUD)

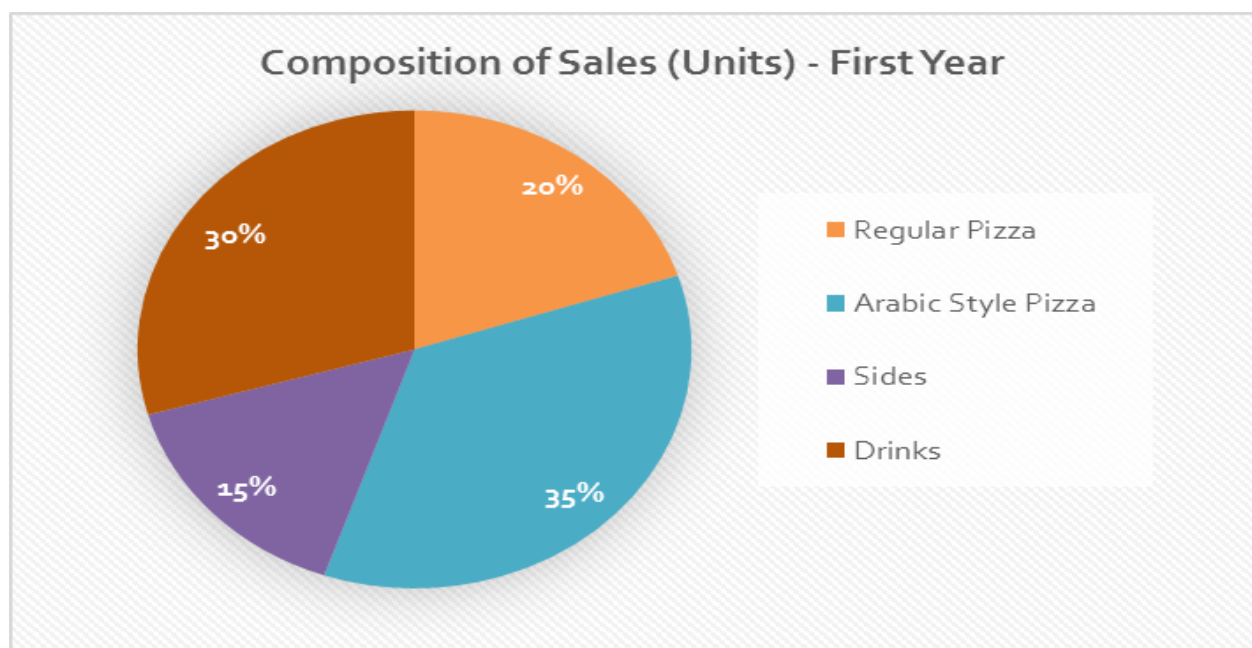
Category	Year 1	Year 2	Year 3	Year 4	Year 5
Regular Pizza					
Arabic Style Pizza					
Sides					
Drinks					
<b>Average</b>					

## Sales

Table: Sales Forecast (AUD)

Category	Year 1	Year 2	Year 3	Year 4	Year 5
Regular Pizza					
Arabic Style Pizza					
Sides					
Drinks					
<b>Grand Total</b>					

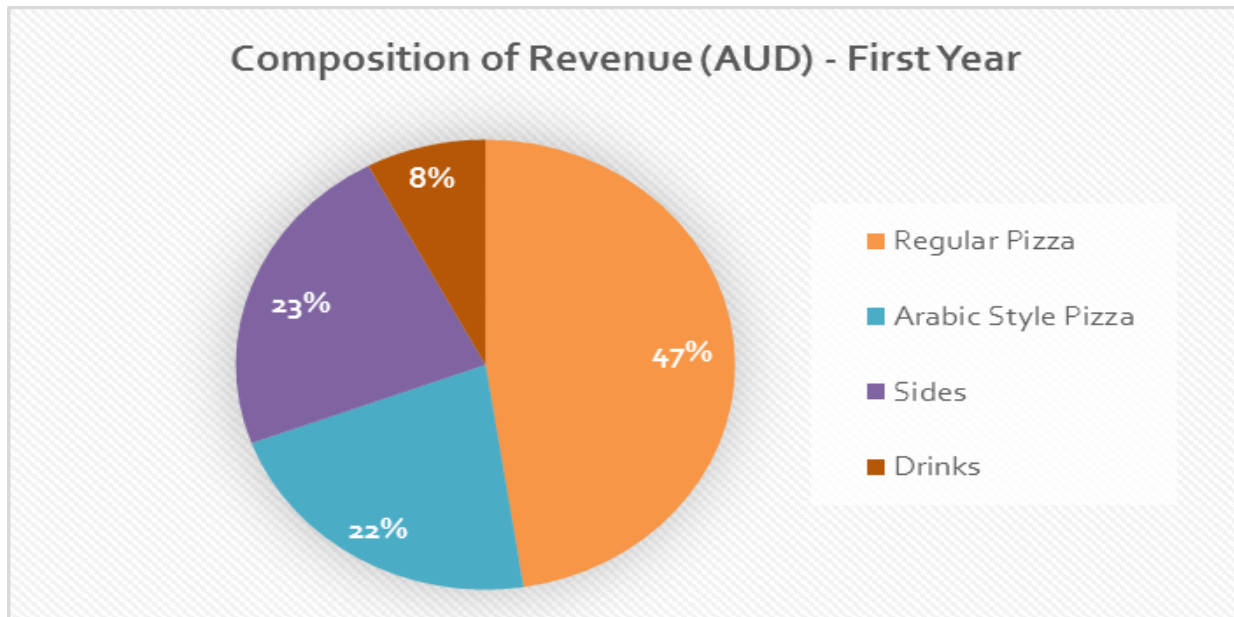
Graph: Composition of Revenue (Units) in the First Year







Graph: Composition of Revenue (AUD) in the First Year





## 6 Operational Plan

Slice of Heaven will be open 7 days a week from 7 am to 10 pm daily.

Proper labeling and rotation techniques, accompanied by enough storage facilities will ensure that high-quality ingredients will be sufficiently available to meet the demands during peak business hours. Replenishment and ongoing preparation will continue during off peak business hours.

The head chef will be in charge of ordering, receiving and maintaining sufficient inventory to meet production demands. Ordering schedules will be staggered with perishable products being ordered multiple times per week to preserve freshness. Standard grocery and supply orders will be ordered less often, according to a predetermined schedule and storage capacity.

The head chef will rely on operational checklists to verify that each work shift has been properly prepared for and to ensure the operational standards are followed before, during and after work shifts.

Upon arrival, customers will be able to select from the menu which will be prominently displayed. Orders will be taken by the Servers at the counters and once the customer makes the payment, foods will be issued to the customers depending on the order type (Eat-in or Take-away). Take away orders will have the necessary packaging and the eat-in orders will be issued on a tray with ordered menu items. Limited table service will be provided to customers as and when required.

Shift changes for all staff will involve cleanup, restocking, and preparation. All monies will be settled at the end of each shift which will be accounted for by the Bookkeeper. The closing shift will involve designated closing duties that will leave the restaurant clean and fully prepared for the next day.

### 6.1 Controls & Procedures

The head chef will practice necessary management procedures in order to control costs, ensure quality of product and provide friendly customer service. The following systems will be put in place:

- **Weekly Inventory:** Management will conduct a weekly inventory to determine valuation for use in the preparation of weekly profit and loss reports.
- **Daily Inventory Tracking:** Daily inventory will be taken on specific items. The movement will be compared to sales data to ensure designated products have been properly accounted for.
- **Daily Cash Control** - Sales and receipts recorded by the POS system will be compared to actual cash and credit card deposits on a daily basis. Discrepancies greater than



\$5.00 will prompt management to conduct an immediate audit to reconcile the difference.

- **Weekly Prime Cost Report** - Bookkeeper will make a weekly report that shows the gross profit margin after cost of goods sold and labor cost has been deducted from the sales revenue. Proper control of the prime cost is the single most effective measure of management's ability to operate the restaurant.
- **Purchasing Records** - The bookkeeper will process and record invoices and supplier payments daily. Credit facilities will be negotiated from suppliers whenever possible. Check disbursements will be prepared by the bookkeeper. Check signing authority will be with the owner.
- **Payroll Processing** - Payroll checks will be issued bi-monthly. The bookkeeper will make reports from the attendance records, make necessary adjustments, and prepare the payment lists.



## 7 Organization & Management

### 7.1 Ownership

A limited liability company will be formed for the operation of the restaurant. The applicant will own at least 65% the shares of the company while the rest will be owned by his investment partner. The applicant has a degree in hospitality management together with many years of experience at major restaurant brand. Further, he hails from a family with a background in the food business.

### 7.2 Facilities

The restaurant will have a 50 square meters of space at a minimum with at least 5 table of 4 seats for each table. The Shopping Centre will provide the physical layout with interior designs for the restaurant. Shopping Centre's common vehicle part will be available for the customers. Slice of Heaven will be required to invest in all moveable assets such as kitchen equipment, furniture, cutlery & crockery, interior and exterior branding.

### 7.3 Staff Requirement

Following staff are planned to be recruited at the start of Slice of Heaven:

- **Head chef** – Head chef has the overall responsibility for the smooth operation of the restaurant.
- **Sous-chef** - second in command in the kitchen. Sous-chefs will plan and direct how the food is presented on the plate, keep their kitchen staff in order, train new chefs, create the work schedule, and make sure all the food that goes to customers is of the best quality to make customers happy.
- **02 Line cooks** – usually responsible for prepping ingredients and assembling dishes according to restaurant recipes and specifications. One line cook will work on the day shift and the other on the night shift.
- **02 Servers** – servers will take orders and hand-deliver plates of food to customers after accepting the money through the POS system. One server will work on the day shift and the other on the night shift.
- **02 Dishwasher** – dishwasher will assist in cleaning dishes. One dishwasher will work on the day shift and the other on the night shift.
- **01 Bookkeeper (Part time)** – this staff will look after all accounting and banking stuff.
- **02 Delivery Assistants (Part time)** – they will be used delivering the food



Table: No of staff at the end of each period

Position	Basis	Year 1	Year 2	Year 3	Year 4	Year 5
Head chef	Full-time	1	1	1	1	1
Sous-chef	Full-time	1	1	1	1	1
Line cooks	Full-time	2	3	3	3	3
Servers	Full-time	2	3	3	3	3
Dishwashers	Full-time	1	2	3	3	3
Bookkeeper	Part-time	1	1	1	1	1
Delivery Assistants	Part-time	2	3	4	4	4
<b>Total</b>		<b>10</b>	<b>14</b>	<b>16</b>	<b>16</b>	<b>16</b>

Table: Average hourly salary rates (AUD)

Position	Basis	Year 1	Year 2	Year 3	Year 4	Year 5
Head chef	Full-time					
Sous-chef	Full-time					
Line cooks	Full-time					
Servers	Full-time					
Dishwashers	Full-time					
Bookkeeper	Part-time					
Delivery Assistants	Part-time					

NB: a 2% annual increment assumed

Table: Estimated no. of hours of work

Position	Basis	Year 1	Year 2	Year 3	Year 4	Year 5
Head chef	Full-time					
Sous-chef	Full-time					
Line cooks	Full-time					
Servers	Full-time					
Dishwashers	Full-time					
Bookkeeper	Part-time					
Delivery Assistants	Part-time					
<b>Total</b>						



Table: Estimated salary cost (AUD)

Position	Basis	Year 1	Year 2	Year 3	Year 4	Year 5
Head chef	Full-time					
Sous-chef	Full-time					
Line cook	Full-time					
Servers	Full-time					
Dishwashers	Full-time					
Bookkeeper	Part-time					
Delivery Assistants	Part-time					
<b>Total</b>						

## 8 Implementation Schedule

Table: Key Milestones

Task	Year 1											
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
<b>Initial setup</b>												
Company Registration												
Equipment purchase												
Restaurant branding												
Furnishing & table setup												
Recruitment of staff												
Selection of suppliers												
Website/App design												
<b>Advertising &amp; promotion</b>												
Facebook Ads												
Google Ads												
Social Media Content												
SEO												





## 9 Financial Plan

### 9.1 Start-up Funds Requirement

Table: start-up requirements (AUD)

Requirement	Amount
<b>Start-up expenses</b>	
Incorporation & legal fees	
Licensing & admin fees	
<b>Sub total</b>	
<b>Start-up assets</b>	
Kitchen equipment	
Furniture & fittings	
Restaurant branding	
POS & software	
Website & mobile apps	
Office computer	
<b>Sub total</b>	
<b>Total funds requirement</b>	

### 9.2 Start-up Funding Sources

Table: start-up funding sources (AUD)

Source	Amount
Applicant's own funds (65%)	
Investment partner (35%)	
<b>Total funds raised</b>	



### 9.3 Profit and Loss Accounts

Table: Projected Profit and Loss Accounts (AUD)

	Note	2017	2018	2019	2020	2021
<b>Revenue</b>						
Regular Pizza						
Arabic Style Pizza						
Sides						
Drinks						
<b>Total revenue</b>						
Direct Supplies	1					
Direct Labor						
<b>Cost of Goods Sold</b>						
<b>Gross profit</b>						
GP Margin %						
<b>Expenses</b>						
Building Rent						
Delivery vehicle rent & maint.						
Administrative Staff costs						
Advertising & promotion						
Utilities						
Depreciation	2					
Payment gateway fees						
Legal & admin fees						
Insurance						
Website & app maint.						
Miscellaneous						
<b>Total expenses</b>						
<b>EBIT</b>						
Tax @ 30%						
<b>Profit/(Loss) after Tax</b>						
Net profit margin %						

Note 1 - Assumed to be 22.5% of sales in the first year and 20% thereafter

Note 2 - Assumed to be 20% annually on cost



## 9.4 Balance Sheets

Table: Projected Balance Sheets (AUD)

	Note	2017	2018	2019	2020	2021
<b>Fixed Assets (NBV)</b>						
Kitchen equipment						
Furniture & fittings						
Restaurant branding						
POS & software						
Website & mobile apps						
Office computer						
<b>Total fixed assets</b>						
<b>Current Assets</b>						
Inventories	1					
Cash & bank balances						
<b>Total current assets</b>						
<b>Total assets</b>						
<b>Current Liabilities</b>						
Trade payables	2					
Tax payable						
<b>Total Current Liabilities</b>						
<b>Equity</b>						
Capital						
Retained profits / (loss)						
<b>Total equity</b>						
<b>Total liabilities</b>						

Note 1 - Assumed to be maintaining 02 weeks' sales requirement

Note 2 - Assumed to enjoy one month credit from suppliers



## 9.5 Cash Flow Statements

Table: Projected Cash Flow Statements (AUD)

	2017	2018	2019	2020	2021
<b>Net profit / (loss) before tax</b>					
Add: Depreciation					
<b>Working capital changes</b>					
Inventories					
Payables					
Tax paid					
<b>Net cash flow from operations</b>					
Capital expenditure					
<b>Net cash flow from invest.</b>					
Capital investments					
<b>Net cash flow from financing</b>					
<b>Net cash flow</b>					
Cash opening balance					
<b>Cash balance at the end</b>					

## 9.6 Key Financial Indicators

Table: Key Financial Indicators

	2017	2018	2019	2020	2021
Prime cost ratio %					
GP margin %					
NP margin %					
Sales per square-meter					
Avg.variable cost per unit					
Breakeven sales (units)					
Direct labour cost as % of sales					
Payback period (years)					

