

Veatamyns*

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Business Plan for veatamyns Restaurant

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Contents

Business Plan Summary	4
The Business	4
The Future	4
The Finances	5
The Business	6
Business details	6
Business premises	6
Organisation chart	8
Management & ownership	8
Key personnel	8
Products/services	10
Customers	12
Innovation	13
Insurance	13
Risk management	14
Operations	15
The Market	17
Market research	17
Environmental/industry analysis	18
S.W.O.T. analysis	19
Your competitors	19
Advertising & sales	22
The Future	26
Vision statement	26
Mission statement	26
Goals/objectives	26
Action plan	27

The Finances	29
Key objectives & financial review	29
Start-up costs for YEAR 1	30
Balance sheet forecast Year 1	35
Supporting documentation	37
Business Model	38
Menu	40
Assets	42

Business Plan Summary

The Business

Business name: Veatamyns Restaurant

Business location: Kilimani, Nairobi

Date established: 1 June 2019

Business owner(s): Watoto Kwanza Limited

Relevant owner experience: Having operate a bakery in the past, trained as a qualified business manager and high levels on interest in the food industry.

Products/services: Veatamyns Restaurant is a bold boutique restaurant experience for health conscious, trendy customers. Veatamyns puts 'afrocentrism' on its menu and sells healthy, African inspired food that features indigenous (some long neglected) African grains, roots and tubers like Sorghum, Millet, Cassava, and Sweet Potatoes. Products are besides traditional Kenyan food salads (rice, ugali, beans, beef stew...), sandwiches, Buddha bowls and health juices- all at a very competitive price and thus available for the young, middle to high income Kenyan.

The Market

Target market:

The main target customer is a young Kenyan (male/female) between 25 and 40 years old with an income above 100,000 KES a month. He/she is health conscious and likes clean eating and exercising, but is really busy at work so lacks time to prepare a healthy lunch at home.

Marketing strategy:

A carefully designed strategy combining online/social media marketing and marketing through pre-identified key persons will be rolled out one month prior to opening. All marketing efforts are streamlined around the keywords and design/colour schemes identified to enhance brand visibility.

The Future

Vision statement: A chain restaurant reinforcing a healthy and proud nation.

Mission: Avail healthy, fresh and affordable African inspired dishes to our customer.

Short term goals:

- Design the perfect menu that is a combination of healthy traditional Kenyan foods and innovative dishes featuring indigenous African grains, roots and tubers;
- Establish a bakery for bread and buns made of indigenous African grains, roots and tubers;
- Open a cosy and welcoming restaurant spot;
- Thoroughly Inform as many residents and producers in Kilimani area, of our products and services;
- Develop a smooth and seamless operations flow plan with optimum customer service and profit maximization.

Long term goals:

- A branded - chain restaurant best known for service and healthy foods;
- Top innovative firm with focus on types of foods and service delivery;
- A solution centre for niches of foods that are sought from traditional grains, root and stem tubers plus leafy vegetables;
- Inclusion of the sales of African art and crafts purchased through the ANPPCAN network to complement the concept.

The Finances

Financial objectives:

The financial objective of veatamyns Restaurant is to generate a minimum of 400,000 KES monthly profit after Year 1, while reaching break even at Month 12 after operation start.

Finance required:

A total of 2,597,400 KES is required as start-up funding, while Month 1 to 6 require 518,000 KES as operational capital (each month). This amounts the total investment needed to 5,705,400 KES.

Sources of Finance:

Various sources of funding were identified and checked for viability. After careful analysis, we suggest the following:

- Two Northcote apartments shall be provided to Watoto Kwanza to be rented out to fund monthly operations;
- Start-up costs shall be pre-financed 50 percent by ANPPCAN/Northcote and 50 percent through crowd funding.

The Business

Business details

Products/services:

Veatamyns Restaurant is a bold boutique restaurant experience for health conscious, trendy customers. Veatamyns puts 'afrocentrism' on its menu and sells healthy, African inspired food that features indigenous (some long neglected) African grains, roots and tubers like Sorghum, Millet, Cassava, and Sweet Potatoes. Products are besides traditional Kenyan food salads (rice, ugali, beans, beef stew...), sandwiches, Buddha bowls and health juices- all at a very competitive price and thus available for the young, middle to high income Kenyan.

Veatamyns Restaurant is one of its kind in Nairobi and picks up on the following global trends:

- Global health conscious wave as promoted by international bloggers, celebrities and Five-Star Chefs;
- Global renaissance of traditional grains, roots and tubers with rising demand and rising product range on global supermarket shelves (also Kenya's, for instance crisps, bread, pasta/noodles);
- Raise of 'afrocentrism' – growing demand for African-inspired, proud products and services ('Wakandaism').

Health conscious food is packaged into a unique 'lifestyle' concept (proud, 'afrocentric', colourful, young) that is displayed in interior design and complementary concepts (for now: sale of African artefacts; can be extended).

To serve the middle to high income working class Kenyan, the restaurant also delivers and has a weekly lunch menu that can be pre-ordered and delivered for a whole week at a discounted price ('Health on Wheels').

Over the counter, veatamyns sells take-away products like flour, packed crisps ect. (all products along the health conscious/indigenous grains product range). In the long run, African art and crafts can be purchased at veatamyns (complements the 'afrocentric' theme).

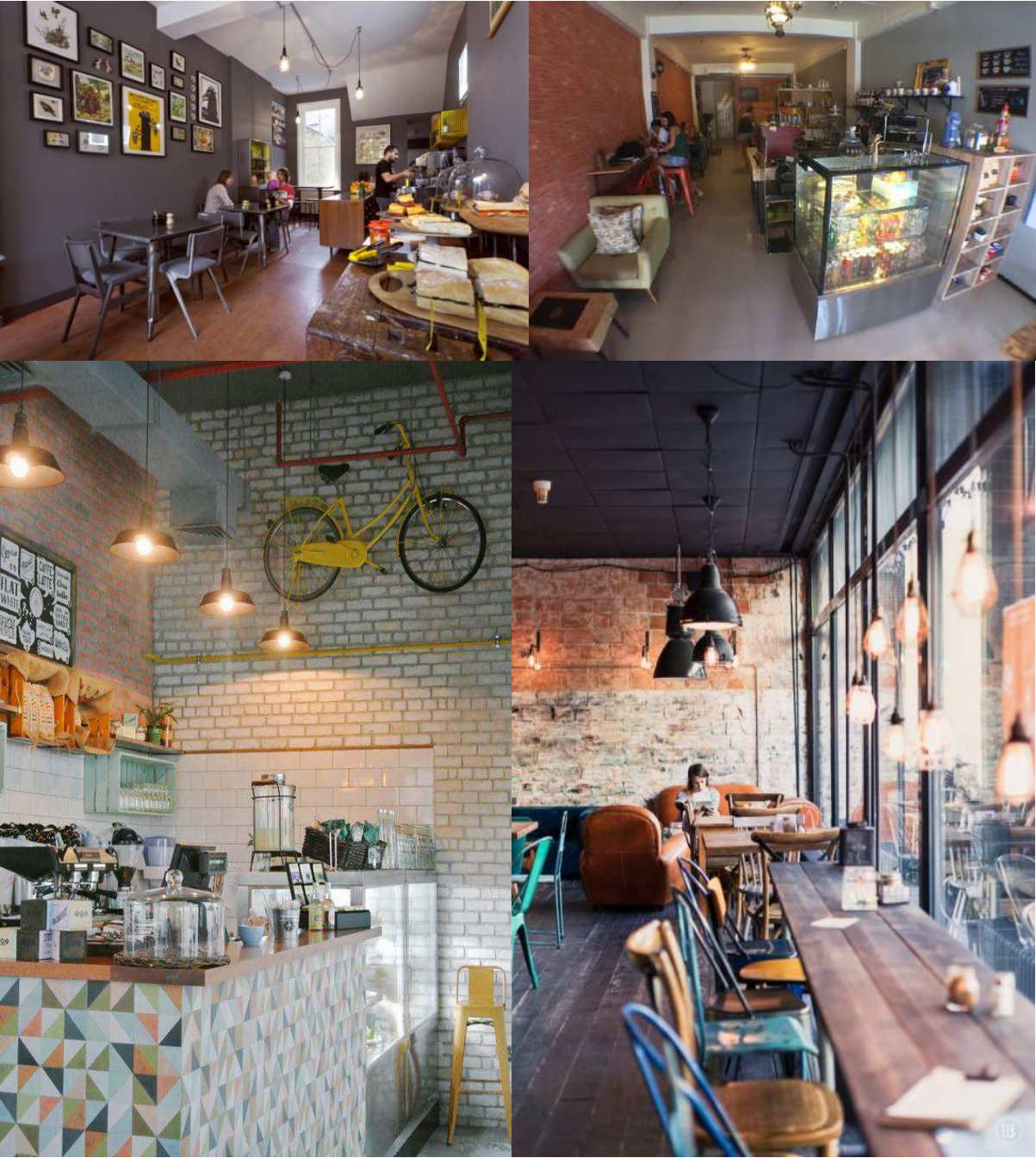
Business premises

Business location:

- Veatamyns Restaurant shall be located in Kilimani area.
- We envision the restaurant to be in an old town house with 3 bedrooms and outside sitting, possibly garden, area. We have budgeted a rent of 80,000 KES per month (excluding bills).
- As rent cost is a major constraint, management shall explore the opportunities of collaborating/sharing space with other players (with artists to put showroom/gallery, with fitness instructors to host classes, with small shop owner to set up a pop up shop, ect.).

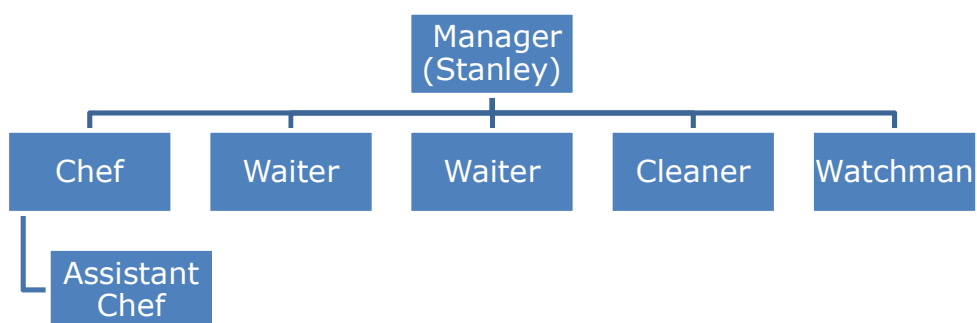
Interior Design/Theme:

The house shall have large windows and open spaces; interior design shall be inspired by the following pictures, while heavily featuring African design and art:



Opening Hours: 11 a.m. to 8 p.m.; to be extended in Year 2.

Organisation chart



Management & ownership

Names of owners:

Watoto Kwanza Limited; guarantors to be nominated.

Details of management & ownership:

The owners (guarantors) nominate the Restaurant Manager, who at this point will be the Business Development Officer. After Year 1, the Business Development Officer will vacate the position for a Restaurant Manager to be hired.

Key personnel

Staff costs (including manager salary) are not expected to be higher than 25 to 30 percent of total sales. In the current forecast, salaries amount to 22.2 percent of all sales in the first six months. In the start-up period (Year 1), staff costs will amount to 135,000 KES per month. All salaries are including NHIF, NSSF and PAYE contributions (see <https://calculator.co.ke/kra-salary-income-tax-payee-calculator>). The Manager Salary will be covered by HORIZONT3000 as part of the Salary Support Fund. After Year 1, the Manager's salary is expected to be covered by veatamyns restaurant.

All salaries are above minimum wage (see <https://mywage.org/kenya/salary/minimum-wage/2182-cities-nairobi-mombasa-and-kisumu>).

Contracts shall be drafted by a lawyer to avoid legalities and shall include basic non-disclosure agreements on recipes.

Current staff:

Job Title	Name	Tasks	Skills or strengths
Restaurant Manager	Stanley Mwangi Karuga	Open and close the restaurant; purchase food and beverages; open the cash register(s); track inventory; train and manage the	<ul style="list-style-type: none">- Business management skills- Passion for restaurant

		staff; deal with suppliers; develop and implement a <u>marketing strategy</u> ; and handle other miscellaneous duties. Oversee employees work	business - Supported by Technical Advisor
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Required staff:

Job Title	Quantity	Tasks	Skills necessary	Month required	Salary
Chef	1	<ul style="list-style-type: none"> - Before opening: menu development and food costing - Preparing food - Ordering supplies from Manager - Training the Assistant Chef - Ensure standards are maintained - Stocking and accounting of food items in stock 	<ul style="list-style-type: none"> - African food - Menu development - Food costing skills - Kitchen management - Supply sourcing - Open and willing to learn new skills 	1.5 months before opening	35,000
Assistant Chef/Trainee	1	<ul style="list-style-type: none"> - Cutting vegetables and fruits - Helping chef in food preparation - Preservation oversight - Food-stock maintenance 	<ul style="list-style-type: none"> - Willingness to learn - Responsible 	At opening	20,000
Waiters	2	<ul style="list-style-type: none"> - serving customers - process payments - deliver orders - receive feedback from customers observation/verbal - other duties as assigned 	<ul style="list-style-type: none"> - Waiter experience - Basic cooking skills - Willingness to learn - Friendly and professional attitude - English 	Two weeks before opening	25,000
Cleaner	1	<ul style="list-style-type: none"> - Clean dishes 	<ul style="list-style-type: none"> - Cleaning 	Two weeks	15,000

		- Clear tables if necessary	- Willingness to learn - Friendly and professional attitude	before opening	
Watchman	1	Guard the restaurant from 9 p.m. to 9 a.m.	- Honesty	One month before opening	15,000

Shifts:

As opening hours are between 11 a.m. to 8 p.m., the shifts will be as follows:

9 a.m. - 6 p.m.: Waiter I, Cleaner

10 a.m. - 7 p.m.: Chef

12 a.m. - 9 p.m. Waiter II, Assistant Chef

Recruitment options:

- Staff shall be obtained through relevant networks/word of mouth;
- Advertisement on job platforms like Brighter Monday with the help of ANPPCAN network.

Training programs:

- In-house training on customer service, professionalism, conflict management (Restaurant Manager to draft training curriculum);
- Chef to train management and waiters on recipes for African food to ensure consistent quality; ensure that all intellectual property is written down (recipe book);
- Business Management Team to train Chef and Waiters on recipes for Salad, Bread and Sandwiches;
- Business Management Team to train staff on healthy lifestyle and benefit of indigenous grains; compile a catalogue of frequently asked questions for staff to memorize.

Skill retention strategies:

- Monthly staff development talks using staff appraisal forms;
- Continuous feedback to improve skills.

Products/services

Product/Service	Description	Price
African food	Healthy African food, well prepared and with a distinct taste	250 – 500 KES
Signature Bread	Bread made of indigenous grains like millet, sorghum, cassava, sweet potato, amaranth, oats	250 – 500 KES
Sandwiches	Sandwiches using signature bread	300 – 500 KES

Salads	Salads with indigenous grains, fruit salad	400 – 650 KES
Buddha Bowls	Fresh ingredient bowls of predominantly raw vegetables; high protein with added indigenous grains	650 KES
Juice	Fresh and healthy fruit juice	150 – 400 KES
Lunch subscription	Consumers can subscribe to daily lunch delivery on a daily or weekly basis at reduced prices.	For weekly subscription, 10 percent off.

Please see a full suggested menu in the annex.

Market position:

- Products offered fit a competitive market segment, targeting a middle to high income customer with growing disposable income and health consciousness;
- In comparison to other restaurants offering similar products, the prices are very competitive;
- No restaurant with a similar concept in Nairobi.

Unique selling position:

- The restaurant will make healthy food affordable for customers from the middle to high income range on a daily level;
- Focus on indigenous grains is unique in Nairobi and taps into growing health consciousness and also renaissance of indigenous grains, roots and tubers;
- Health conscious food is packaged into a unique 'lifestyle' concept (*proud, Afro-centric, colourful, young*) that is displayed in interior design and complementary concepts (for now: sale of African artifacts, can be extended).

Anticipated demand:

- Walk in customers to return two to three times a week;
- Ordering customers to order two to three times a week;
- Subscribers to weekly lunch menu to subscribe twice a month (2 weeks).

We expect to start with moderate sales that are to be doubled within 6 months of operations. Daily sales targets are as follows:

- Daily sales target for Month 1 to 6: 50 African food dishes; 30 salad/sandwich/bowl dishes; 15 juices; 5 breads; 50 water/soda drinks; 5 wine
- Daily sales target for Month 7 to 12: 100 African food dishes; 60 salad/sandwich/bowl dishes; 30 juices; 10 breads; 100 water/soda drinks; 10 wine.

Pricing strategy:

Food costing is crucial and food cost would only be 30 percent of price, leaving each main dish in the salad, bowl and sandwich segment with an average 500 KES mark-up (cost: 150 KES, end price 650 KES). The African food mark-up is around 150 KES, leaving the average dish at a cost of 250 KES. The cost is calculated excluding rent and labour.

Value to customer:

- Lush and relaxed atmosphere, friendly staff, a place to feel at home;
- Dishes that are nowhere else to be found in Nairobi;

- Healthy, delicious and pocket friendly dishes;
- Feel-good experience.

Growth potential:

- We are aiming at a 100 percent growth after 6 month due to more popularity of our space;
- We are aiming at further expanding into selling African arts and crafts that are purchased via the ANPPCAN Chapters;
- In the long term, other branches shall be opened in attractive locations.

Customers

Customer demographics:

The main target customer is a young Kenyan (male/female) between 25 and 40 years old with an income above 100,000 KES a month. He/she has a higher education level (University) and has travelled, possibly even studied abroad. He/she works for an international organisation as a project manager, is working for an IT start-up or started an own exciting business. He/she is health conscious and likes clean eating and exercising, but is really busy at work so lacks time to prepare a healthy lunch at home.

The person is described as open, active, outgoing, dynamic. He/she values tradition and is proud of their African heritage (Afrocentrism).

Keywords: Fashion, lifestyle, start-up, tech-savvy, Afrocentrism, Afro-consciousness, pride, consciousness, travel



Another target customer is the young expat. He/she is between 30 and 40 years with a high education level, working for international companies or agencies. He/she is health conscious, but really busy at work so lacks time to prepare a healthy lunch at home. Keywords are open, active, outgoing, and dynamic. He/she admires African heritage and culture and is constantly looking for ways to reflect that.

Key customers:

Key customers need to be identified as marketing agents. The key customers categories are as follows:

- Food bloggers and influencers;
- Professionals with offices in a radius of 500 meters;

- Successful Kenyan professional women;
- Expat community.

Customer management:

Customer service is of utmost importance and the customer shall indeed 'come first' at veatamyns. This is ensured through the following channels:

- Polite and responsive staff and management;
- Concerns are taken seriously and communicated upwards in daily de-briefings;
- In the case of complaint over food, depending on the severity of the issue either swift refund or offering of a complimentary drink.

Innovation

Research & development (R&D)/innovation activities:

- Encourage Chef to create one new dish per month and give him all profit for the dish being sold on the first day;
- Management team to constantly observe market trends and discuss market trends in monthly management meetings;
- Management team to frequently visit competitors to watch and observe menu developments.

Intellectual property strategy:

- Basic non-disclosure agreements shall be included into staff contracts.

Insurance

Workers compensation:

The business will provide NHIF and NSSF Insurance for all employees (included in salary calculations above).

Insurances:

Any business comes along with its measure of risks to itself and to other parties involved. After considering a number of covers available the most probable source of liability would be covered by the below suggested covers.

- Work Injury Benefit Act (WIBA) (Mandatory): This is a mandatory cover required by law to all employers in Kenya. It covers bodily harm and death as in the process of execution of mandated business activities that accidentally result to the later. Negligence and willful injury are not covered by the policy It covers accruing medical bills, funeral expenses I case of temporary disability, permanent disability and incase death occurs.
- Product liability (not mandatory): Restaurant and food outlets and the organic cosmetic manufacturer are some of the small businesses that will benefit from this insurance. You will not want a legal claim to bring down your business built out of passion. Product

insurance will help protect your business against claims of personal injury or damage caused by your products.

- Fire and Peril Insurance (not mandatory): This is what some call property insurance. It covers your business's physical assets like the premises of business e.g. office and warehouse, the vehicle, equipment and furniture and fittings. It covers damages caused by fire, earthquakes, lightning, terrorism and riots and strikes the asset necessary for revenue generation.

Risk management

Risk	Likelihood	Impact	Strategy
People don't like the innovative/healthy food.	Unlikely	High	To minimise this risk, traditional African food is still prominent on the menu to attract a steady stream of customers. If people don't like the taste of the healthy food, recipes need to be adjusted.
People are not ordering the innovative/healthy food, are not attracted to it.	Likely	High	Focus on marketing to outline health benefits; marketing in expat forums to get positive publicity; offer people samples of the food; distribute samples in target market offices
Sales are too low.	Likely	High	Invest in marketing campaign; distribute flyers; offers; bonus scheme; key persons.
Strong competitors continue to attract more customers than veatamyns.	Likely	High	It is very important to fully execute veatamyns distinguished concept, even if it means higher costs to create the right atmosphere, to build a strong brand that customers will trust and eventually follow.
Rent to be terminated after short time.	Likely	High	Close careful legally binding long term contract with landlord with the help of a lawyer.
Environment in Kilimani changes very quickly (construction sites, dubious establishments next door, ect).	Likely	High	When choosing a location, Management has to do a careful background check. Locations that are surrounded by completed buildings and roads are to be preferred.
Management team has no knowledge of the sector and can fall into 'easy'	Likely	High	It is important to make strategic use of an experienced chef to help to set up kitchen,

traps/make mistakes.			develop menu, do food costing and train waiters. Also, the Restaurant Manager will have to pursue an online course (March and April 2019) to prepare him for the task.
Detached ownership with restaurant management being separated from owners/guarantors can lead to differing views on the importance of spending on some items and to cash flow constraints.	Unlikely	High	Management and owners need to come to a clear understanding beforehand on business concept on the one hand and funds management on the other hand to avoid interruptions. The owners have to understand the importance of uninterrupted cash flow.

Operations

Production process:

- The Chef will be responsible for daily planning of menu and stock needed; he will delegate to the Assistant Chef to assist with food preparation and cooking;
- Orders for stock will be processed every evening through the Manager (Chef hands list to Manager, Manager confirms stock, Manager orders items from Suppliers; Suppliers deliver the next morning);
- All waiters will be trained in the uniform preparation of food;
- Bread will be made by the Chef daily (afternoon).

Suppliers:

The following suppliers need to be identified and contracted:

- Gas
- Electricity
- Water
- Vegetables
- Special grains flour
- Normal flour
- stew grains
- milk
- Bakery ingredients
- Common shop consumables items
- Beef
- Chicken
- Fish

Plant & equipment: To be found in the Annex.

Inventory: To be developed by Chef before operations start.

Technology (Software): POS System (including accounting package)

Trading hours: 11 a.m. - 8 p.m.

Communication channels: Mobile phone, email

Payment types accepted: Cash, M-Pesa Paybill

Credit policy: Strictly no credit.

Quality control:

Quality standard for each distinct product to be developed and just-right mix plus procedure strictly adhered to by the chef.

Where status-quo does not meet customers' expectations, controlled adjustment will be done behind the scenes until quality is met and placed on the shelf again.

The Market

Market research

Market research followed a two-step approach: 1) Location analysis (including competitor analysis) and 2) Customer analysis.

Location analysis was conducted in two areas, Kilimani and Westlands. Kilimani area was identified as the most suitable location, as it met the pre-identified criteria:

High traffic of walk in customers;

Many offices and shops, semi-residential;

High income level residents;

Rent for restaurant space is competitive in comparison to other high profile areas.

We further looked into our target customer and in which area we will most likely encounter the target customer. Personality and characteristics of our target customer match with the identified area.

Part of Location Analysis was the mapping and visiting of competitors. Kilimani hosts numerous restaurants that are however either budget Kenyan food joints, fast food chains or very expensive ethnic (Indian, Caribbean, Chinese) restaurants. There are few restaurants that serve the growing middle and upper income segment in the area, while offering alternative meal options. This confirmed that veatamyns restaurant is a fitting concept for Kilimani area.

The following graph shows restaurants/competitors in Kilimani area (not exhaustive):



Customer analysis was done through a questionnaire that was distributed to 12 potential customers across all income levels. The analysis showed that:

41 percent of potential customers state that they sometimes carry lunch and sometimes go out for lunch.

The main reasons for carrying lunch from home are saving money, health consciousness and time restrictions.

Especially at the low and medium income level, customers are highly price sensitive and rather interested in cheap, traditional Kenyan food than in health conscious/lifestyle meals.

Low and middle income customers are not interested in healthy bread made from traditional grains, sandwiches and salads.

Apart from price and food quality, waiters' attitude was found to be a major characteristic enforcing customer loyalty all across income levels.

Customer analysis revealed that a concept like veatamyns is rather suited for the middle to upper income bracket, as prices will be higher than in a traditional Kenyan food joint due to high recurring investment in rent and salaries.

Time constraints and health consciousness was found to be a major factor as to why customers carry lunch. Veatamyns shall tap into this market by offering deliveries at a fair price, timely and consisting of fresh and healthy dishes.

Research showed that customers are unsure about the concept of healthy bread, sandwiches and salads. As some customers are new to the concept of healthy food (healthy bread, sandwiches, salads), veatamyns' menu shall consist of traditional Kenyan dishes as well. This ensures that veatamyns attracts progressive as well as traditional customers alike. Simultaneously, strategic advertisement and brand building will attract new customers.

Environmental/industry analysis

As a next step, the Environmental Appraisal was conducted to identify factors supporting and challenging veatamyns Restaurants.

Socio-cultural factors positively influencing business:	Technological Developments in favour of business:	Macroeconomic Impacts in favour of business:
<p>Health conscious products get more and more appreciated in Kenya, with more and more people subscribing to gyms and ordering healthy food in restaurants</p> <p>Renaissance of traditional grains, roots and tubers is visible in supermarkets and media</p> <p>'Lifestyle diseases' force people to change their way of life</p> <p>People start having more disposable income</p>	<p>Advent of E-commerce/online deliveries</p> <p>Online marketing to attract more customers</p> <p>Mobile payment makes it possible to easier process orders</p> <p>Online accounting systems</p>	<p>Rising income levels among the middle class population</p> <p>Lots of international companies/international organisations/diplomatic missions with health conscious foreign employees are present in Nairobi</p>
<p>Political Environment threatening business:</p>		

Reported harassment by City Council for restaurants is rampant in Kenya, this increases cost of doing business and uncertainties
In this line of business, corruption/under the counter payments are expected by government officials
Plastic bag ban makes packaging more costly
Political environment in Kenya is often unpredictable in Kenya; with frequent policy changes and reversals

Global issues support business idea:

Global wave of health consciousness that will also hit Kenya in the next few years
International bloggers create global demand for health conscious products, create 'healthy lifestyle' as an attainable and admirable way of living (yoga-wave)

S.W.O.T. analysis

A S.W.O.T. analysis was conducted to identify strengths, challenges, opportunities and risks that veatamyns Restaurant will be facing. Challenges and threats were assessed for risk and high risk items included into the Risk Management Table on page 12.

Strengths Qualified business management Management salaries covered externally Stanley passionate about restaurant business, committed Unique idea , market niche Progressive expansion plan Creativity Well researched Clear vision and policy on service delivery Knowledge of the Kilimani area	Challenges No experience in hospitality and restaurant management No knowledge on employee management in hospitality No supplier network No recipes No location No funds Detached ownership Determining which quantities to make every day to avoid losses
Opportunities Growing health conscious middle class/millennials Kilimani is a strategic, high demand location Absence of customer service in other businesses Gap in market/niche with regard to affordable healthy food Competitors prices much higher in high end segment High demand for online deliveries Renaissance of old grains/tubers/roots	Threats Established competitors with market knowledge Volatile location (construction projects ect; Kilimani is changing rapidly) Water scarcity in the area City council/political environment High rent costs Customers have little experience with indigenous grains processed into bread and salads and might be hesitant to try

Your competitors

Name	Target Market	Value to Customer	Strengths	Weaknesses
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WTF	Middle to high income office workers	Nice environment and furniture	- Capital base - Lush environment	Food wasn't ready at critical hour
Garden Fresh Food	Low to middle income workers	Timely food, good quality food	- large space - away from road - in proximity to businesses and offices	- Crowded - Little marketing
WOK this Way	Low to middle income workers	Proximity to Yaya Center and bus stop	- location - combined with fruit parlour	- bad food - loud and no air circulation
Roxy	Middle income office workers	Good customer service through Roxy, laid back atmosphere	- Strategic location with no competitors on the same road - moderate parking space	- food often not ready at critical hour - employees lack self-drive
Denilin	Middle to high income office workers	Nice ambience in an old town house	- Visible location - variety of foods apart from 'traditional' Kenyan foods - food and bakery	- location run down - waiters didn't know how to explain items on the menu - few food items available - unmotivated staff - long serving times
Tamu Tamu (Westlands)	Middle income office workers.	Very good food, fast, wide variety	- Swahili inspired Kenyan food - Food counter for self-service (fast) - strategic location (monopoly)	Unfriendly staff
Subway	High income customers; expat community.	Readymade, healthy food.	- Ready-made sandwiches to go - Exclusive atmosphere - Self-service counter	- High prices - Little variety
Mama Rocks	High income customers, young	African inspired burgers in an afrocentric and	- Distinct products - Health	- High prices - Few options for the more 'traditional'

Kenyans	vibrant atmosphere	conscious burger options - 'Lifestyle' restaurant choice	customer
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Conclusion from Competitor Analysis:

There is no restaurant in Kilimani that is positioned in the market niche identified; restaurants either serve the high end or lower end of the income bracket;

Competitors in the low to mid income bracket focus on quantity (serve as many meals as possible) at the expense of ambiance and customer service;

Concepts of competitors that focus on a middle to upper income level don't have distinguished concepts; or in the case of Denilin poor execution of the concept;

As a conclusion, veatamyns shall have food quality and customer service at a highest standard, a unique ambiance and distinctive strategy in menu creation top fill the niche left by competitors.

Advertising & sales

Target market:

Veatamyns will target two groups of customers with the following features:

77 percent of the 25 - 40 years population with a medium to high income who are looking for delicious, yet pocket friendly meals in a trendy environment;

50 percent of the 35 to 50 year old population with a high income who are looking for healthy dishes

Unique selling position

The restaurant will make healthy food affordable for customers from the middle to high income range on a daily level;

Focus on indigenous grains is unique in Nairobi and taps into growing health consciousness and also renaissance of indigenous grains, roots and tubers;

Health conscious food is packaged into a unique 'lifestyle' concept (proud, Afro-centric, colourful, young) that is displayed in interior design and complementary concepts (for now: sale of African artifacts, can be extended).

Marketing strategy:

SMART Goals

1. Create awareness of our business and products in and around Kilimani to target customers;
2. To support launching enabling "hit the ground running" status;
3. Generate sales;
4. Increase sales over a period of six months;
5. Acquire new customers;
6. Retain existing customers;
7. Direct customers to our location;
8. Facilitate e-commerce (deliveries through online platforms and website);
9. Trigger conversations and feedbacks.

Advertising & promotional strategy:

Planned promotion /advertising type	Expected business improvement	Cost in KES	Target date
Website development	Online Presence. new, potential and existing customers reach us.enables conversion through ordering.	31,000	June 2019
printed flyers/menu	Thorough knowledge of our service/products to surrounding	10,000	June 2019

	community		
Sign board and premises branding	Premises locator and advertise to potential or ready customers.	50,000	June 2019
Social media channels	engage with the digital community: A great feedback channel	1,500	June 2019

1. Website

Will be developed before the launch (preferably a month) to create awareness as well as build curiosity and interest for our products in advance;

colourful, informative, graphic (good pictures of food items and location), easily navigable and responsive in different devices: mobile phones, tablets, laptops and desktops;

Will guide on location, contacts, menu items, list of services, strategy and market positioning, feedback channel, sales channel, operating hours, offers and discounts available;

Close data analysis will be done using the website metrics and used to make better decisions and improvements for the business;

A lot of work on SEO articles will be done on a continuous scheduled basis.

2. Premises Branding and Sign Board Display

Name and polishing of the premises to portray a lively room and cool and ambience;

A signboard next to the nearest junction that inflows the highest traffic;

A list of services clearly lined on a wall display inside our restaurant.

3. Social media Networks

- Facebook

Create a lively fun page that is kept up to date and active (2 to 3 scheduled posts a week);

Conversation provoking questions as well as feedback soliciting will be part of the posts to ensure customer satisfaction is achieved from their definition;

Paid Promotion of the page will be done on an A/B basis, trying to match investment vs results.

- LinkedIn

Being a more professional platform we hope to catch the attention of the vast professional team in and around Kilimani and Hurlingham;

Shortened URLs will be posted to redirect potential customers to the official website-to specific pages;

A paid promoting of the page will be weighed against the benefits. However, most of the advertising will involve following, connections and conversation.

- You-tube

We shall utilize visual-motion pictures for marketing (mid to long term). Videos are very instrumental in giving a whole lot of details about our products, not possible in other methods;

A high quality video recorder to be hired or otherwise acquired;

The videos will then be promoted on other YouTube channels, websites and Facebook – limit the target market to a local scale.

- Twitter

Best known for creating a follower chatting platform we shall use the handle to keep our potential and current customers updated. It has limitations as well as advantages just like any other social platform as so we shall take advantage of its nature.

4. Print Outs/Flyers

We shall develop colourful handouts 4 pages featuring our menus of the products and services we plan to offer. Then distribute in a systematic civilized manner to surrounding offices and businesses;

About 100 pieces will be made. Cheap and efficient producer will be selected through research.

5. A simple Feedback Questionnaire

A questionnaire developed and administered effectively to customers with a little bit more of time;

An honest review will guide us on deciding the next move, improving, dropping or introducing new product(s).

6. E-commerce and Review/Advisory sites

After establishment we shall secure connection with Uber Eats. Later we shall connect with Tripadvisor and Eat Out to promote more exposure;

A cost benefit analysis will be administered to assess the economic sense of either or all of the options.

Proposed budget for the selected methods:

Method	Initial cost Ksh	Recurring costs Ksh
Website	31,000	4,000 Yearly
Facebook	Nill	page Promotion 1500 PM
Twitter	Nill	Nill
LinkedIn	Nill	Nill
Youtube	Nill	4000 PM
Pinterest	nill	nill
Instagram	nill	nill
Premises branding and	Design and installation ksh	licensing 15,000

signboard	50,000	ANNUALLY
Print outs	ksh 10,000 designing and printing 100 pieces	1000 PM
Feedback Questionnaire	1000	1000 pm
Key Persons	3000	1000 pm

Sales & distribution channels:

Channel type	Products/services	Percentage of sales (%)	Advantages	Challenges
On site dine	ALL	32%	Customer interface and feedback possible in a short time	- limited amount of seating - few staff
Takeaways	ALL	8%	Customers can buy bulk and frees up some space for others.	- Order channels need to be established (who takes on order ect)
Online orders	ALL	25%	Indirect contact to us and tracking market knowledge about us	- Order channels need to be established - Be aware of network challenges
UBER eats	ALL	35%	Developed and trusted platform with many users already	- Order management channels need to be established

The Future

Vision statement

"A chain restaurant reinforcing a healthy and proud nation."

Mission statement

"Avail healthy, fresh and affordable African inspired dishes to our customer."

Goals/objectives

Short term goals:

- Design the perfect menu that is a combination of healthy traditional Kenyan foods and innovative dishes featuring indigenous African grains, roots and tubers;
- Establish a bakery for bread and buns made of indigenous African grains, roots and tubers;
- Open a cosy and welcoming restaurant spot;
- Thoroughly Inform as many residents and producers in Kilimani area, of our products and services.
- Develop a smooth and seamless operations flow plan with optimum customer service and profit maximization

Long term goals:

- A branded - chain restaurant best known for service and healthy foods;
- Top innovative firm with focus on types of foods and service delivery;
- A solution centre for niches of foods that are sought from traditional grains, root and stem tubers plus leafy vegetables;
- Inclusion of the sales of African art and crafts purchased through the ANPPCAN network to complement the concept.

Action plan

Category	29-Mar	1-Apr	8-Apr	15-Apr	22-Apr	29-Apr	6-May	13-May	20-May	27-May	3-Jun	10-Jun	17-Jun	24-Jun	1-Jul		
	Approval of business plan Funds are available																
Legal	Company registration finalized									Business registration			Register all staff for NHIF/NSSF				
	Visit city council; apply for fire and health certificate																
	Insurance Policy																
Location	Start looking for a location							Chose location		Check contract/conditions with lawyer/duel diligence		Sign contract		Renovations		Renovations finished	
Hiring	Write job descriptions Chef		Advertise	Interview		Sign contract chef	Chef starts		Writing JD Waiters and advertisement		Interviews		Sign contracts		Waiters start		
	Health certificates for all																
	Identify watchman										Watchman starts		Advertise assistant jobs		Select assistant	Assistants start	
	Training waiters																
Menu	Menu development																
	Find and contract suppliers																
	Source packaging materials																
	Calculate food costs										Stocking						
Equipment	Quotations for kitchen equipment							Order kitchen equipment			Quotations for IT, site visits		Order IT equipment		Delivery and set-up of kitchen equipment		
	Purchase small kitchen items																
	Identify furniture needed										Order furniture		Delivery of furniture	Finishing of interior design			
Accounting	Open bank account, get till number																
Marketing	Logo development																
	Take pictures of food																
	Develop website																
	OPENING																

Develop social media sites

			Design and print flyers	Get flyers stamped by city council	Distribute flyers
	Design and print signboard	Apply with city council for signboard	Put up signboard		
				Identify key customers	Contact key customers
				Contact delivery services	

The Finances

Key objectives & financial review

Financial objectives:

The financial objective of veatamyns Restauran is to generate a minimum of 400,000 KES monthly profit after Year 1, while reaching break even at Month 12 after operation start.

Finance required:

A total of 2,597,400 KES is required as start-up funding, while Month 1 to 6 require 518,000 KES as operational capital (each month). This amounts the total investment needed to 5,705,400 KES.

Sources of Finance:

Various sources of funding were identified and checked for viability:

- In Angel Capital and Venture Capital Investments, shares are being sold to investors. Investors usually targets start-ups with innovative ideas that promise high returns, often in the tech sector, which suggests that veatamyns is not likely to be interesting for this type of investor.
- There are numerous international organizations', donors' and government funds for social enterprises. Unfortunately, veatamyns doesn't qualify as it lacks the social mission and vision as part of its business plan.
- It is possible to access grants by private foundations, but veatamyns doesn't fit any of the criteria needed. Most foundations focus on technology and social innovation components or directly target minorities/underserved areas.
The following organizations were screened:
 - Rockefeller: applications upon personal contact/invitation only;
 - Canagy: focus on education sector;
 - Ford Foundation: focus on civic engagement and governance;
 - Gatsby: only projects in forest sector funded in Kenya;
 - Global Social Venture Competitions: needs technology component;
 - Roddenberry Fund: looking for more exceptional ideas;
 - Savannah Fund: technology start-ups only;
 - Viktoria Ventures: technology start-ups only;
 - Vision Fund: only applications from remote areas.
- Microfinance loans are available throughout Kenya. Most (including micro-lending grants) have the condition that business has already kick-started and have promising high returns. Further, loans are below 500,000 KES.
- Companies can only access bank loans, if they have been operational for a minimum amount of time (one to three years; including financial records). Business loans only fund expansion and operations but not start-up. What is more, loans are expensive (the cheapest option is ABC Bank with 14.63 percent per annum; CBA 14.8 percent; all others above 16 percent).
- Crowdfunding can be an option if either the Company is more social or if product is more innovative, which would mean a modification of the business plan with a stronger emphasise on the connection between veatamyns and ANPPCAN. An advantage of this option is that ANPPCAN donors could directly be targeted to

avail grants. A disadvantage of crowdfunding is that the process itself requires resources and a substantial amount of time, which will delay the process further.

- Last but not least, a funding option is directly through ANPPCAN, possibly through Northcote.

After careful analysis, we suggest the following:

- Two Northcote apartments shall be provided to Watoto Kwanze to be rented out to fund monthly operations;
- Start up costs shall be pre-financed 50 percent by ANPPCAN/Northcote and 50 percent through crowdfunding (taking into consideration the implications on time).

Start-up costs for YEAR 1

ITEM	No. of units	Appx Price per unit	TOTALS	Subtotal
EXPENSES			-	
Legal fees			-	
Company registration	1	10,850	10,850	
Single business permit	1	15,200	15,200	
Fire safety	1	4,500	4,500	
Health certificate	1	2,000	2,000	
Health certificate staff	5	1,000	5,000	
Lawyer			30,000	
			TOTAL	67,550
Insurance			-	
WIBA			-	
Liability, Fire and Peril insurance	12	15,000	-	
			TOTAL	180,000
Renovations			-	
Renovations including painting			150,000	
Electric fittings			50,000	
			TOTAL	200,000
Marketing			-	
Website development	1	31,000	31,000	
Logo development	1	5,000	5,000	
Premise branding and signboard	1	50,000	50,000	
Flyer design and printing	1	10,000	10,000	

Promotion offers	1	10,000	10,000
			TOTAL 106,000
Consultant and Product Development			
Consultant for start up, training of employees and recipe development			50,000
Materials and inputs for recipe development			50,000
			TOTAL 100,000
Rent and Salaries			
Deposit	2	80,000	160,000
Rent for one month before opening	1	80,000	80,000
Salary Chef for preparation month	1	35,000	35,000
Salary waiters for 2 weeks training	1	25,000	25,000
Security/watchman for month before opening	1	15,000	15,000
			TOTAL 315,000
			TOTAL
ASSETS			-
Interior			
Seats	20	1,500	30,000
Tables	5	4,000	20,000
Speakers	1	5,000	5,000
tv	1	25,000	25,000
CCTV	1	50,000	50,000
POS	1	45,000	45,000
Counter	1	15,000	15,000
Lighting fixtures	4	500	2,000
Glass display for cakes and bread	1	15,000	15,000
Menu wall display	1	1,500	1,500
Menu hand display	10	400	4,000
Computer	1	25,000	25,000
Salt shakers	4	100	400
Serviette holders	4	150	600
Fire extinguisher	2	5,800	11,600
First aid kit	2	950	1,900
Decorations	1	50,000	50,000
Installation of tent for outside seating	1	100,000	100,000
			TOTAL 402,000

Cleaning materials			-	
Cleaning towels	10	100	1,000	
Mops, brooms ect			3,000	
Cleaning detergents			3,000	
Toilet cleaner	4	250	1,000	
Dishwashing liquid	1	500	500	
Dishwashing towels	15	200	3,000	
Vinegar	5	250	1,250	
			TOTAL	12,750
Washrooms			-	
Sanitary bins for ladies' washroom	2	6,500	13,000	
Toilet paper holders	4	3,000	12,000	
Regular bins	4	200	800	
Paper towel holders	4	3,000	12,000	
Soap dispensers	4	300	1,200	
Toilet brush	4	250	1,000	
			TOTAL	40,000
Kitchen Equipment			-	
Electric multipurpose oven	1	150,000	150,000	
Bain marie, 8 compartments with glas display	1	115,000	115,000	
Stainless steel work table, 2 meters, with undershelf	2	45,000	90,000	
Rails and hooks for hanging pots	1	10,000	10,000	
Kitchen cabinets for plates ect	2	30,000	60,000	
pressure cooker	2	4,500	9,000	
Commercial Gas cookers	2	20,000	40,000	
Mega gas cylinder	1	30,000	30,000	
Food storage shelf	1	10,000	10,000	
Fridge	1	80,000	80,000	
Microwave	1	7,000	7,000	
Sandwich maker/electric grill	1	12,000	12,000	
Deep freezer	1	60,000	60,000	
Big sufuria 55 liters	2	3,500	7,000	
Sufuria set	7	1,000	7,000	
Frying pan, various sizes set of 3	2	4,000	8,000	
Grater				

	1	700	700
Peeling knife	2	400	800
Serving spoons	5	400	2,000
Blender	1	3,500	3,500
Sieve	2	450	900
Commercial knives	5	800	4,000
Choping boards	5	500	2,500
Digital scale	1	5,000	5,000
Bread cooling rack	1	15,000	15,000
Roling stick	1	250	250
Serving trays	5	400	2,000
Basins varied sizes	3	500	1,500
Small water tanks	2	1,500	3,000
Italian coffee maker	3	1,000	3,000
branded dustcoats /attires	20	1,000	20,000
Crates	5	750	3,750
Blender stick	1	2,500	2,500
			TOTAL 765,400
Bakery Equipment			-
Dough neader	1	60000	60,000
Bread slicing machine	1	85000	85,000
Bread tray	6	600	3,600
Cupcake tray	6	600	3,600
			TOTAL 152,200
Storage Equipment			-
Food storage containers, assorted	1	5,000	5,000
Juice storage containers	5	500	2,500
			TOTAL 7,500
Serving Equipment			-
Plates	40	150	6,000
Small plates	40	150	6,000
Bowls	40	150	6,000
Forks	50	50	2,500
Knifes	50	50	2,500
Spoons	50	50	2,500

Small spoons	50	50	2,500	
Glasses	50	50	2,500	
Mugs	30	50	1,500	
Wine glasses	10	200	2,000	
			TOTAL	34,000
Other			-	
Reserve			-	200,000
Transport Costs			-	15,000
TOTAL STARTUP COSTS				2,597,400

Licensing												16,700
Insurance						30,000						30,000
Salaries	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000	135,000
Total outgoing	518,000	518,000	518,000	518,000	518,000	548,000	786,300	786,300	786,300	786,300	790,300	1,218,000
Monthly cash balance	90,200	90,200	90,200	90,200	90,200	60,200	430,100	430,100	430,100	430,100	426,100	(1,600)
CLOSING BALANCE	90,200	180,400	270,600	360,800	451,000	511,200	941,300	1,371,400	1,801,500	2,231,600	2,657,700	2,656,100

Supporting documentation

Attached is my supporting documentation in relation to this business plan. The attached documents include:

- Business model
- Menu
- Asset List

Business Model

Key Partnerships	Key Activities	Value Proposition	Customer Relationships	Customer Segments
<p>1) Employees - well trained; - open and friendly; - need to be trained adequately</p> <p>2) Chef - most important partner; - needs to be committed and consistent; - honest</p> <p>3) Suppliers - build a consistent and reliable network</p> <p>4) City Council - reach out proactively - close relationship</p> <p>5) Property owner - negotiate a good, long term deal</p>	<p>“Provision of healthy, affordable food and drinks for busy office people”</p> <p>Incorporation of three concepts under one roof (all produced in the same kitchen):</p> <p>1) KFF (main product) Restaurant for healthy Kenyan food, including delivery;</p> <p>2) The Kenya Fresh Food Company (small stall inside the restaurant) Delivery of salads, juices and sandwiches;</p> <p>3) Kenya Fresh Bread (small stall inside restaurant) Baking of healthy bread made of traditional grains, roots and tubers;</p>	<p><i>Why do people choose to come to the Kenya Fresh Food Company Ltd.?</i></p> <ul style="list-style-type: none"> - Delicious and consistent high quality food; - Health conscious all across the product line; - Great customer service through trained and motivated employees; - Friendly prices for all income levels; - One cheap dish to attract customers; - Timely delivery of food, in restaurant and as delivery - Great and calming atmosphere 	<ul style="list-style-type: none"> - Manager always has an open ear; - Staff is open and friendly; - Attraction of repeat customers through bonus card system and discounted delivery options (order for the whole week and get a discount) 	<p>1) Healthy Kenyan food</p> <ul style="list-style-type: none"> - Working class with an income above 50,000 KES monthly - Higher education level - 25 – 45 years - Open, active, outgoing, dynamic - Health conscious - Values tradition and is price conscious <p>2) Salad, juices and sandwich delivery</p> <ul style="list-style-type: none"> - Higher income level - busy and highly successful - Health and wellness conscious - higher education level - Dynamic, strong, open, active, travelled - likes fast services and

	<p>Key resources</p> <p>Physical:</p> <ul style="list-style-type: none"> - Equipment - Interior <p>Intellectual:</p> <ul style="list-style-type: none"> - Recipes - Supplier network - Strong brand <p>Human:</p> <ul style="list-style-type: none"> - 1 chef, 1 assistant, 2 waiters <p>Location:</p> <ul style="list-style-type: none"> - easily accessible and visible - parking space - town house style with outside seating area 		<p>Key channels <i>How do you reach your target customer segment?</i></p> <ul style="list-style-type: none"> - flyers for immediate neighborhood - online marketing - opening offers for offices - website - facebook 	<p>timeliness</p>
<p>Cost structure</p> <ul style="list-style-type: none"> - combination of cost and value - due to high fixed costs ensure high turnover - make use of economies of scale 		<p>Revenue stream</p> <ul style="list-style-type: none"> - retaining food offered through different channels 		

Menu

MENU CUSTOMIZE YOUR PLATE	
ITEM	(proposed) PRICE
Hot drinks	
chai hot	70
black coffee	100
white coffee	120
hot chocco	100
Cold drinks	
Soda 300ml	100
Dasani 250	50
Dasani 1L	100
Fresh juice	150
SNACKS	
samosas	50
chapati	40
ndazi	40
bhajias	50
cookies	25
scorns	20
omelette	70
ENERGY DISHES (SIZE X AND XL)	
Roasted (potatoes, banana, cassava or arrowroot, sweet potatoes)	100
coconut rice	60 / 100
pilau	140 / 200
biryani	180 / 260
ugali	60 / 100
mokimo	100 / 150
Githeri	140 / 220

MEAT	
Beef	150 / 250
Pork	150 / 250
Fish	200 / 350
Fingerings	100 / 150
Chicken	200 /350
Mutton	150 /250
SOUP	FREE
Vegetables	
Cabbage	40
Kales	40
mixed greens	40
Kachumbari	40
Cereals	
Beans	80
Ndengu (green grams)	80
minji (peas)	120
FRUITS (ON SEASON VARIATION)	
Avocado	40
Orange	30
pineapple ¼	50
Apple	40
Lemon	25
Banana	20
Mango	50
Grapes	50
Bakery	
banana bread	300
cassava bread	300
Sweet potato bread	300
brown bread	300

Sandwiches	
Grilled vegetables	
Tomato and cheese	
Beef sausage	
Chicken strips	
Salads	
Vegetarian	
Greek	
Cesar	
Millet salad	
Sorghum salad	
Bowls	
Millet bowl	
Sorghum bowl	
Amaranth bowl	
Quinoa bowl	
Brown rice bowl	

Assets

Interior			
Seats	20	1,500	30,000
Tables	5	4,000	20,000
Speakers	1	5,000	5,000
tv	1	25,000	25,000
CCTV	1	50,000	50,000

POS	1	45,000	45,000
Counter	1	15,000	15,000
Lighting fixtures	4	500	2,000
Glass display for cakes and bread	1	15,000	15,000
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Decorations	1	50,000	50,000
Installation of tent for outside seating	1	100,000	100,000
TOTAL			402,000