

Avadh Restaurant

"Beyond the boundaries of taste"

BUSINESS PLAN [YEAR]

 John Doe

 10200 Bolsa Ave, Westminster, CA, 92683

 (650) 359-3153

 info@upmetrics.co

 <https://upmetrics.co>

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1.

Executive Summary

Overview

Market Opportunity

Management

Financial Projections & Funding

Overview



TIP

Avadh will be a quick casual dining concept that's intended to appeal first and foremost to the millennial generation (15-35) along with the generations which follow it. Avadh will interest Millennials since the food is clean, healthy, economical, and portable. They'll have the ability to get in touch with the Restaurant with the identical technology platforms that they have learned to use in

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Market Opportunity



TIP

Though a Smaller portion of the general market than the fast food and casual dining sections, fast-casual concepts are Exploding on the scene and gaining popularity every year. According to Techno inc, the market research company, the quick-casual segment increased sales by 12 Percentage in 2014, and unit count by almost 9 percent.

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Management



TIP

John Doe, the founder and visionary behind the Avadh notion has spent his whole career serving excellent meals to hungry customers. He possessed 6 restaurants at San Jose before going into the Phoenix region and producing the Avadh notion.

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Financial Projections & Funding

Avadh plans to start 4 company-owned restaurants. The first restaurant is Of this sum, \$400,000 will be supplied in the shape of equity with the remainder, \$400,000 coming out of a term loan given by a commercial lender.

Avadh plans to raise \$2,000,000 in equity funding. The Restaurant Will divide this funding evenly between both business shops. It's considered that the second, third and fourth-largest shops will use duration centers from a commercial lender to complete the financing of those shops too. Please be aware that the financial details of the document pertain only to the very first shop.

Once proof of concept has been attained with These shops, Avadh will proceed to a master business plan with growth programs for other Nevada locations and Then moving to cities in other Sunbelt states.

	Year1	Year2	Year3	Year4	Year5
Revenue	812,451	999,871	1,455,145	1,985,895	2,457,878
Cost of Sales	105,104	205,451	385,451	521,451	854,145
Employee Expense	312,451	351,458	452,451	482,451	492,451
Operating Expense	112,451	121,451	134,451	145,451	152,451
EBITDA	116,451	216,451	516,451	641,451	895,452

2.

Avadh

The Restaurant Concept

Business Model

Objectives

Keys to Success

Long Term Strategy

Intellectual Property

Sustainability

The Restaurant Concept



TIP

Avadh ("the Restaurant") is a brand new quick-casual Asian inspired restaurant idea. It'll be perfectly positioned to benefit from the fastest-growing segment within the foodservice business and is intended to



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TIP

In targeting the millennial era category, Avadh has discovered a "technological link" that needs to happen to attract and participate in this age category as customers. That is the reason why the Restaurant will use the most recent technologies to promote the brand, join with customers, and keep connected. Through using social networking platforms, to digital

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Technology

Start writing here...

Business Model



TIP

The Restaurant's business model is going to be dependent upon operational competence and a fantastic tasting, wholesome menu. The company model is persuasive for the easy reason that from the own large, nicely equipped kitchen Avadh will prepare dishes which are available in its restaurant removed or delivered to be appreciated someplace

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Objectives



TIP

Avadh has established the following Goals for the first twelve months of operation Following Launching the restaurant:

- Maintain tight control of Operations, Costs, and cash flow through Meticulous management and Automatic comp

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Keys to Success



TIP

The founder considers he has the ideal mixture of experience, vision, and skill to swiftly place the Restaurant on a quick track for profit and growth. These keys will contribute to its achievement:

- Avadh is going to be the ideal notion to fulfill a

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Long Term Strategy



TIP

Avadh plans to open 3 restaurants in metropolitan Phoenix in its first 2 decades of operation. Those restaurants will be business owned. When the outlets are open and operating profitably, Avadh will establish a franchise plan. The plan involves developing master franchisees which will open numerous places in particular geographic areas starting with th

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Intellectual Property



TIP

The name, Avadh was registered with the Secretary of State of San Jose. Along with this name, a URL was registered. It's the proprietor's intention to trademark its packaged products. All recipes are owned and proprietary by the Restaurant.

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Sustainability



TIP

Avadh believes in getting a positive effect on the community. The founder will take the additional steps required to be useful, accountable neighbors by integrating sustainable practices at every opportunity. Avadh will attain environmental sustainability through:

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3.

Sample Menu

Menu Items



REMEMBER

Developing the abilities to produce and prepare an exciting menu of excellent Asian dishes comes from traveling, tasting and experiencing Asian meals in Asia. The end result is a combination of traditional Asian cuisine with a dab of modern gastronomy --with the new flavors of Chinese, Thai, Vietnamese, Southeast Asian, Japanese and Indian cuisines.

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Menu Items



Appetizers

Salt & Pepper Chicken Wings
Chinese Lettuce Wraps Teriyaki
Beef Skewers



Soups a Salads

Pho-Viet Nam Style Beef Noodle
Soup Spicy Thai Coconut Soup
Asian Calamari Salad



Rice Bowls

Singapore Style Currie Lo Mein



Main Dishes

Vindaloo Chicken Thai Fried Catfish
& Chile Sauce Shrimp & Long
Beans



Desserts

Double Chocolate Cookie Lychee
Fruit



Beverages

Freshly Brewed Iced & Hot Tea
Homemade Lemonade Bubble Tea



Wine & Beer

Bottled Beers from Asia Select
California Wines

4.

Restaurant Operations

Customer Service

Operating Policies

Operating Standards

Training

Controlling Costs



REMEMBER

The effective implementation of the working standards and standards outlined in this business plan require demonstrated support tools and skilled direction. To attain these goals, the Restaurant will use the strategies summarized below.

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Start Writing here...

Customer Service



TIP

The hospitality business recognizes the client's support experience is the critical driver to replicate business. The direction will Offer a superior degree of Professionalism by hiring individuals who deliver the ideal attitude to work and teaching them the skills required to accommodate guests. The Restaurant will keep high levels of consumer satisfaction with talent

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Operating Policies



TIP

The managing of Avadh is going to be contingent upon operating policies and strategies which the founders and the staff have grown and successfully employed in other profitable restaurant projects such as Avadh. The founders have expertise in the food service company and an established history of fulfilling client expectations. The Restaurant will em

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Start Writing here...



TIP

Avadh will utilize the Most Recent technology available, Now the NEC Aloha Method to Closely monitor and handle food and beverage use, allowing management to correctly ascertain operating expenses and manage the loss. Manual inventories will be run on a weekly basis to confirm items on hand and also to track daily/weekly food expenses, drink cons

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Strict Inventory Controls

Start writing here...



TIP

Management will always monitor provider bids to gain the best Pricing for many foods along with other components. Market price changes will direct buying, menu composition, and menu pricing to guarantee the restaurant matches and exceed gain expectations.

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Purchasing Cost Controls

Start writing here...



TIP

Food preparation personnel will follow standardized recipes developed by the founders to control food costs and ensure consistency. The Restaurant will offer an innovative menu with nutritious food while achieving the greatest margin yield.

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Recipe a Portion Controls

Start writing here...



TIP

Menu blending enables the Restaurant to maintain a perception of affordability. This is achieved by taking certain items and reducing the price in order to maintain interest in specific items, while delivering higher margins on others, therefore blending costs.

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Menu Blending

Start writing here...



TIP

Avadh will maintain a 100% compliance policy for sanitation and food handling to ensure the safety and health of all guests and employees. The Restaurant will always comply with all city, county, and state Department of Health sanitation and food handling standards. All employees will be certified under applicable food safety certification requirements, and

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Sanitation a Food Handling

Start writing here...

Operating Standards



TIP

The founder will be responsible for hiring and training managers who, in turn, will be responsible for ensuring that the day-to-day operations will comply with the standards set by Restaurant policy. Weekly management meetings will provide a forum to review and discuss financial and operational performance. Key decisions related to purchasing, human resources,

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Management's Role

Start writing here...



TIP

Avadh will utilize an integrated information system to manage the flow of information within each of the future restaurants and the home office. This system will include a point-of-sale local area network that helps facilitate the operations of the restaurant by recording sales transactions and printing orders in the appropriate locations within the restaurant as

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Software a Systems

Start writing here...



TIP

While the quality of the cuisine and dining experience contributes significantly to a restaurant's profitability, it is attention to business and financial details that can transform small changes into large returns. While all decisions are made with the customer and employee in mind, they will also consider financial benefits and consequences. Each day, key metrics

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Money a Profit Management

Start writing here...



TIP

The successful implementation of the culinary and dining concepts outlined within this business plan demands excellence from each and every employee. To achieve excellence, the Restaurant will focus on hiring, training, and retaining the very best employees.

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Training



TIP

Employees with a good attitude, a strong work ethic, an eye for detail, and a passion for providing excellent service will be recruited. Front of house employees will have friendly outgoing



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Hiring the Best

Start writing here...



TIP

An ongoing program of training and education will ensure that each staff member learns and implements Avadh's exacting standards for service and operational procedures. Staff meetings will reinforce service standards and principles.

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Training for Excellence

Start writing here...



TIP

The Restaurant embraces the concept of promoting from within. Excellence in one function typically leads to excellence in another. There will be regular staff evaluations to ensure motivation and address key issues.

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Retaining the Best

Start writing here...



TIP

Avadh's simple menu and service concept will enable Avadh to control the following key criteria:

- By executing the concept with relatively few members of staff management costs will be minimized.

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Controlling Costs



TIP

A menu that is easy to execute will minimize errors. Fewer menu items will mean reduced volumes of perishable foods and therefore less likelihood of waste. Ordering should be quick and simple as there are relatively few items to order. Even with the use of high-quality all-natural ingredients, the restaurant will maintain food costs at around 28% of food-related costs.

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Food Costs

Start writing here...



TIP

The Restaurant requires comparatively fewer items of equipment to run an efficient operation, resulting in lower startup costs. This will, in turn, result in lower ongoing maintenance costs.

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Equipment Costs

Start writing here...



TIP

Staff turnover rates in the restaurant industry run at over 70% p.a. and fast food is even higher. Maintaining quality standards with such high turnover rates is an ongoing challenge. Lower than normal staff turnover due to sound management philosophy and a rewarding working environment will help reduce training costs and enhance employee satisfaction.

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Staff Turnover /Training Costs

Start writing here...

5.

Location

Operating Details



REMEMBER

Avadh will negotiate to lease a 1600 - 1800 square feet space in San Pedro in close proximity to San Jose State University. The optimum space will have been used as a restaurant space in the



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Start Writing here...

Operating Details



TIP

Avadh will be open from 11:00 am to 10:30 pm Sunday through Thursday and 11:00 am to 1:00 am Friday and Saturday. The store will be clean, safe, and well lit. Customers will be able to pay for their orders with cash, credit card, or through a mobile app.

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6.

Industry Analysis

Industry Overview

Fast Casual Ming

Fast Casual Asian Food

Tempe Arizona

Industry Overview



TIP

In 2014, restaurant industry sales reached \$752.5 billion, a 4.8% increase over 2013 in current dollars reflecting a continuing recovery in the economy. The restaurant industry is predicted to continue to be one of the largest employers in the public sector generating approximately 12.6 million jobs. By 2020 this number is expected to grow to nearly 15 million, ind

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TIP

According to IBIS World, the source from which this analysis has been prepared, "The extent to which a population dines out can be projected based on age and income level. Households that make less than \$50,000 per year spend 36.6% of their food budget on dining out. Households that make between \$50,000 and \$75,000 per year spend 42.4%

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Restaurant Demographics

Start writing here...



TIP

As will be discussed in section 8.1 of this document, Millennials will be the Restaurant's target customers. Researchers believe that the millennial generation is made up of people who were born from the early 1980s to the early 2000s. Industry experts project Millennials to become the strongest brand and consumer influencers since the Baby Boomer g

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Millennials

Start writing here...

Fast Casual Ming



TIP

The restaurant industry has historically been measured in three categories; fast food, casual dining, and fine dining. This changed in the 1990s with the addition of the Fast Casual classification. Typically restaurants in this category do not offer full table service but offer a higher quality of food and atmosphere than traditional fast food. Customers order at the co

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Denning Fast Casual

Start writing here...

Fast Casual Asian Food

Fast Casual Asian Food



TIP

"The broader palates of younger Americans are looking for bolder and spicier flavors, and something different," says Darren Tristano, executive vice president of Technomic, a Chicago-based restaurant-research firm.

Asian national cuisines new to mainstream America

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Start Writing here...



TIP

The Restaurant's first store and in all likelihood all of its company owned stores will be in or near Tempe, Arizona. Tempe is located in metropolitan Phoenix and is home to Arizona State University, the largest university in the United States by enrollment.

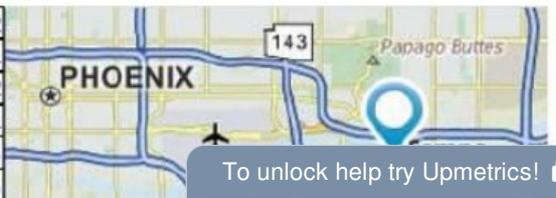
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Tempe Arizona



TIP

Population	166,842
Per Capita Income	\$26,471
Median Household Income	\$47,882
Median Age	28.1
Percent between 18-65	74.8%
White	60.2%



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Select Demographic Data

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7.

Competition

Competitive Landscape

Direct Competitors

Competitive Advantages

Competitive Landscape



TIP

The Restaurant recognizes that in the Phoenix metropolitan area there are many quick serves, fast-casual, and casual dining restaurants, and other retailers where consumers can purchase food at an affordable price and consume the food on the premises or take it away to consume elsewhere. Many of these competitors have greater financial, m

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Direct Competitors



TIP



Pei Wei is a chain of quick-casual restaurants that serve freshly prepared, wok-seared, contemporary pan-Asian cuisine in a relaxed, warm environment with friendly, attentive counter service as well as the flexibility, speed, and convenience of takeaway se

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Competitive Advantages



TIP

Although there can be no clearly defined differentiators within such a fiercely competitive business environment, Avadh is focused on delivering an overall fresh, healthy competitive product. Key areas for focus include:

- Avadh will combine the fresh quality food of P

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Start Writing here...

8.

Marketing

Target Market Overview
Market Positioning & Brand
Marketing Strategies

Target Market Overview



TIP

The Restaurant's target customers are first and foremost most Millennials (ages 15-35) who live, study, or work in the neighborhood. According to Nicolas Jammet, Co-founder and Co-CEO of Sweetgreen, "they've embedded sustainability, charity, and healthy eating into their overall lifestyle. As students, they wanted access to this healthier, clean

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Start Writing here...

Market Positioning & Brand



TIP

Each and every activity in which the Restaurant participates will establish or reinforce its brand. In doing so, every aspect of the Restaurant's communications with customers, employees, suppliers, and other partners will support the following branding marketing messages:

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Start Writing here...

Marketing Strategies



TIP

Avadh will achieve its marketing objectives through a carefully conceived and aggressively implemented marketing program highlighted by the following strategies:



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9.

Company & Management

Company

Management Team

Staffing Plan

External Issues

Company



TIP

The first Avadh and the two stores to follow will be owned by Mr. Chen and his investor group. The legal entity is called Eat Great Enterprises LLC, an Arizona limited liability company. Mr. Chen will be the Managing Member.

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Management Team



TIP

Avadh is the vision of a successful businessman who brings a number of important skills and experiences to the Company, including:

- A passion for food and for delighting customers;
- Well balanced with complementary skills;

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JOHN DOE

Founder & CEO- john@example.com

Mr. John was born and raised in Arizona. After graduating from Arizona State University, he joined his family restaurant business and learned all aspect of the business from taking care of customers to managing a busy kitchen. After selling the five Inchon restaurants, Mr. John decided to join his wife's family who had earlier immigrated metropolitan Phoenix Arizona. After studying a number of restaurant concepts, Chen created Avadh. He is driven by how the fast-casual concept seems to fit the way Americans like to eat.



JANE DOE
Store Manager

Reporting to Mr. John, the Store Manager will be responsible for the entire store operation. In addition to enforcing all policies of the Restaurant as outlined, the Store Manager will oversee daily operations concentrating primarily on ensuring standards are adhered to during all times of the day. She will be responsible for hiring, training, disciplining and terminating service and bar staff, with assistance as needed from the founder.

She will be expected to have a complete understanding of the technology that will be an integral part of the operation from customer orders, payments, and delivery. During meal service, the Store Manager will be expected to control the flow of all activities overseeing, service staff and communicating with the kitchen to ensure a smooth flow to the Restaurant and will be expected to maintain clean and organized ordering and dining areas.

Staffing Plan

The Company aims to create a successful and rewarding work environment. It is Mr. Chen's firm belief that employee satisfaction represents a key contribution to customer satisfaction. The management team will consist of one General Store Manager and an Assistant Manager. They will be paid \$50,000 and \$35,000 respectively. The remaining employees will be hourly. For the first year of operation, there will be no employee benefits offered to employees. Down the road, this will be reviewed for it is the desire of ownership to offer a benefits program that will allow Avadh to be competitive in the workplace and take care of employees. Avadh will be staffed as follows:

Restaurant Front of House	Starting Month	Count	Annual Salary
Manager	1st	2	30,000
Serving Staff	1st	6	9,600
Bartender	3rd	1	16,000
Dish Washers	3rd	4	6,400

Restaurant Back of the House	Starting Month	Count	Annual Salary
Head Cook	1st	1	24,000
Cooks	1st	4	20,000
Servents	1st	4	16,000
Cleaners	1st	3	8,000

External Issues



TIP

There are no regulatory issues related to EPA, OSHA, IRS, or other governmental agencies. There are no unions represented at the Restaurant and there is no pending or anticipated litigation.

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10.

Financial Plan

- Startup Expenditures
- Revenue Assumptions
- Cost of Goods Sold
- Operating Expense Assumptions
- Balance Sheet Assumptions
- Bank Loan Assumptions
- Projected Balance Sheet
- Projected Profit and Loss
- Projected Cash Flow

Projected Revenue Data

Here you can embed your projected revenue data from financial forecasting.

Projected Expense Data

Here you can embed your projected expenses data from financial forecasting.

Projected Personnel Data

Here you can embed your projected personnel (employees) data from financial forecasting.

Startup Expenditures



TIP

The following table highlights how the startup capital will be utilized:

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Start Writing here...

Pre-Opening Cash Outlays	
Buildout/Tenant Improvements	
Tenant Improvements	250,000
Total Buildout/Tenant Improvements	250,000
Fixed Assets	
Furniture, Fixtures, and Equipment	200,000
Total Fixed Assets	200,000
Inventory	
Food	10,000
Beer, Wine, and Liquor	5,000
Total Inventory	15,000

Pre-Opening Cash Outlays	
Capitalized Start-Up Expenses (Pre-Opening)	
Employee Expenses	20,000
Grand Opening	5,000
Labor Recruitment	1,000
Legal Fees	5,000
Liquor License	3,500
Menus/Imprinted Materials	1,500
Miscellaneous	2,500
Other	1,500
Office Supplies	1,000
Pre-opening Advertising	15,000
Utilities	1,500
Rent	15,000
Supplies	20,000
Training Dry Run COGS	2,000
Training Materials	2,000
Uniforms	1,500
Working Capital	20,000
Total Capitalized Start-Up Expenses (Pre-Opening)	118,000
Total Start-Up Costs	583,000

Revenue Assumptions



TIP

The financial forecast assumes that Avadh will process an average of 250 customer transactions per day, seven days a week. It further assumes that the average food purchase will be \$7.00 and the average beverage purchase will be \$4.50. Lastly, prices are forecast to grow 3% per year whereas the number of transactions is forecast to grow by 5% per year.

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Cost of Goods Sold

COST OF GOODS SOLD



TIP

The forecast assumes that food costs will run at 27% of the food sales price and beverage costs will be 20% of beverage cost. A 1% factor has been forecast for comps and promotions. COGS are forecast to increase by 3% per year.

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Operating Expense Assumptions



TIP

The operating expenses that appear in the income statement forecast that follows are assumed to grow by 3% per year with the exception of credit card fees which are based on gross revenue.

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Balance Sheet Assumptions



TIP

It is assumed that there are no accounts receivable as products are paid for at the time of purchase. Account payable are assumed to be paid for in the month in which they are incurred or in the month following the month they are incurred depending upon timing and supplier terms. Furniture, fixtures, and equipment are assumed to be depreciated over 72 months. Ca

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Bank Loan Assumptions



TIP

A \$300,000 commercial bank loan is assumed to fully amortize over a period of 72 months at an interest rate of 4.00%

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Projected Balance Sheet

	Year 1	Year 2	Year 3	Year 4	Year 5
Assets					
Current Assets					
Cash	91,358	247,779	410,583	579,961	756,792
Inventory	23,048	23,673	24,317	24,980	24,980
Total Current Assets	114,406	271,452	434,900	604,941	781,773
Capitalized Startup Expenses	94,400	70,800	47,200	23,600	(0)
Buildout, Furniture & Equipements	375,000	300,000	225,000	150,000	75,000
Total Assets	583,806	642,252	707,100	778,541	856,773
Liabilities & Equity					
Current Liabilities					
Accounts Payable	21,990	22,649	23,329	24,029	24,750
Total Current Liabilities	21,990	22,649	23,329	24,029	24,750
Term Loan	254,856	207,872	158,974	108,084	55,121
Total Liabilities	276,845	230,522	182,303	132,113	79,871
Members Equity					
Common Stock	300,000	300,000	300,000	300,000	300,000
Retained Earnings	6,960	111,731	224,797	346,428	476,902
Total Members' Equity	306,960	411,731	524,797	646,428	776,902
Total Liabilities & Members' Equity	583,806	642,252	707,100	778,541	856,773

Projected Profit and Loss

	Year1	Year2	Year3	Year4	Year5
Revenue					
All Day	661,978	1,011,397	1,041,739	1,072,991	1,105,181
Comps and Promotions	(18,520)	(110,114)	(10,417)	(10,730)	(11,052)
Total Revenue	843,458	1,001,283	1,031,322	1,062,261	1,094,111
Cost of Sales					
Food	140,021	166,221	171,208	176,344	181,634
Beer, Wine, and Liquor	66,677	79,153	81,527	83,973	86,492
Total Cost of Sales	206,697	245,374	252,735	260,317	268,127
Gross Profit	636,761	755,909	778,587	801,944	826,003
Operating Expenses					
Employee Expenses					
Restaurant Employees	356,533	371,624	382,773	394,256	406,084
Total Salaries and Wages	356,533	371,624	382,773	394,256	406,084
Payroll Taxes and Benefits	41,001	42,737	44,019	45,339	46,700
Total Employee Expenses	397,535	414,361	426,792	439,595	452,783
Non-Employee Operating Expenses					
Accounting	2,400	2,472	2,546	2,623	2,701
Advertising	6,000	6,180	6,366	6,556	6,753
Bank Charges	360	371	382	393	405
Credit Card Fees	17,040	20,228	20,835	21,460	22,104
Dish Machine Lease	1,200	1,236	1,273	1,311	1,351
Electric	6,000	6,180	6,3E6	6,556	6,753
Gas	4,200	4,326	4,456	4,589	4,727
Health Permits	268	276	284	293	301

	Year1	Year2	Year3	Year4	Year5
insurance	4,800	4,944	5,092	5,245	5,402
Office/Mist	900	927	955	983	1,013
Other Operating Expenses	2,400	2,472	2,546	2,623	2,701
Paper & Packaging	3,600	3,708	3,819	3,934	4,052
Phone/internet	3,300	3,399	3,501	3,606	3,714
POS Subscription	2,220	2,287	2,355	2,426	2,499
Rent	60,000	61,800	63,654	65,564	67,531
Repairs and Maintenance	3,000	3,090	3,183	3,278	3,377
Trash	2,100	2,163	2,228	2,295	364
Uniforms	600	618	637	656	675
Water	1,500	1,545	1,591	1,639	1,688
Website	600	618	637	656	675
Total Non-Employee OpEx	122,487	128,839	132,704	136,685	140,786
EBIIDA	116,739	212,710	219,091	225,664	232,434
Interest	11,178	9,339	7,425	5,433	3,359
Amortization	23,000	23,600	23,600	23,600	23,600
Deprecianon	75,000	75,000	75,000	75,000	75,000
Net Income (Loss)	6,960	104,771	113,066	121,631	130,474

Projected Cash Flow

	Year1	Year2	Year3	Year4	Year5
Cash Inflows					
Collections of revenue	843,458	1,001,283	1,031,322	1,062,261	1,094,129
Proceeds from sale of stock	300,000	-	-	-	-

	Year1	Year2	Year3	Year4	Year5
Proceeds from Term Loan	300,000	-	-	-	-
Total Cash Inflows	1,443,458	1,001,283	1,031,322	1,062,261	1,094,129
Cash Outflows					
Start-up Expenses	118,000	-	-	-	-
Payments for TI and FFE	450,000	-	-	-	-
Payments for inventory	229,745	245,999	253,379	260,980	268,127
Payments on accounts payable	498,032	542,540	558,816	575,581	592,848
Payments of Interest - Term Loan	11,178	9,339	7,425	5,433	3,359
Payments of Principal - Term Loan	45,144	46,984	48,898	50,890	52,963
Total Cash Outflows	1,352,100	844,862	868,518	892,884	917,297
Net Cash Flows	91,358	156,421	162,804	169,378	176,832
Cash (Beginning of Period)	-	91,358	247,779	410,583	579,961
Plus: Cash Inflows	1,443,458	1,001,283	1,031,322	1,062,261	1,094,129
Less: Cash Outflows	(1,352,100)	(844,862)	(868,518)	(892,884)	(917,297)
Cash (End of Period)	91,358	247,779	410,523	579,961	756,792

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