



**QUANTASPHERE**  
WHERE BUSINESS MEETS TECHNOLOGY

# FRIED CHICKEN & PIZZA STORE BUSINESS PROPOSAL

Provided by third party organisation Quantasphere Solutions for xxxxxxxx LTD.  
to serve as a business overview, and a business forecast on Fried chicken &  
pizza store at (road confidential), (A Location Confidential), XXX (LOCATION  
CONFIDENTIAL).

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**QUANTASPHERE BUSINESS SOLUTIONS INC.**

#210 - 5589 Byrne Road,  
Burnaby, B.C. V5J 3J1

+1 604 430 8554  
[www.quantasphere.ca](http://www.quantasphere.ca)

Q U A N T A S P H E R E S O L U T I O N S

## TABLE OF CONTENTS

<b>COMPANY OVERVIEW .....</b>	<b>3</b>
Management Structure.....	3
Company Summary .....	3
Company History.....	3
Products & Services .....	3
<b>INDUSTRY OVERVIEW .....</b>	<b>4</b>
<b>OPERATING PLAN .....</b>	<b>6</b>
Operational Management.....	6
Investment Breakdown.....	8
Staffing Management & Expense.....	9
Operating Expense .....	10
<b>MARKET ANALYSIS .....</b>	<b>11</b>
Key External Drivers .....	11
Key External Restrictions.....	11
Important Metrics .....	12
Success Factors .....	13
Overall Revenue Distribution.....	14
Major Market Segmentation.....	16
Market Advantage .....	19
<b>FINANCIAL FORECAST .....</b>	<b>22</b>
<b>BIBLIOGRAPHY .....</b>	<b>Error! Bookmark not defined.</b>

# FRIED CHICKEN & PIZZA STORE BUSINESS PROPOSAL

## COMPANY OVERVIEW

### Management Structure

The company xxxxxxxx, LTD had been handling and operating the business, Fried chicken & pizza store located at (road confidential), (A Location Confidential), XXX (LOCATION CONFIDENTIAL) since the business transaction completion date on June 27, 2019.

xxxxxxx, LTD is incorporated in xxxxxx, Canada. The shareholders of the company are as follow:

- Ms. (Confidential) owns 100% of the shares.

### Company Summary

Fried chicken & pizza store had been operating since 1989, serving the local community of (A Location Confidential), XXX for more than 15 years. With a great variety of menu selection, this place had always been the hub spot for pizzas, fried chickens, and donairs enthusiasts. The store provides both dine in and delivery option, giving customers more accessibility to their delicious food all around the city. By integrating fresh ingredients, and homemade sauce into their menus, Fried chicken & pizza store is one of the key spots for an enjoyable meal at the city of (A Location Confidential).

### Company History

With an established brand and reputation, Fried chicken & pizza store had been operating since 1989, serving the local community of (A Location Confidential), XXX for more than 15 years.

### Products & Services

- Variety of Pizza Menus which include but not limited to Hawaiian, Greek Delight and Popeye's Delight
- Fried Chickens
- Donairs
- Chicken Wings
- Salad, Pasta

## INDUSTRY OVERVIEW

Fried chicken & pizza store is categorized as a quick limited service restaurant that offers both pizzas and fried chickens. A quick limited service restaurant mainly comprises of customers paying for quick service food products before eating. Purchases may be consumed on the premises, taken out, or delivered. Most of the industry's establishments also sell beverages including water, juice and sodas, but excluding alcohols as an add on to the main food offer by the restaurant.

With the rising trend of the fast-casual food, many pizzerias and fried chicken stores in Canada are tending toward smaller stores with less dishes, faster order, standardized quality, stronger brand presence and many more factors to accommodate the rise of popularity in fast-casual food which will be discussed in the following report.

Overall, this market is a mature industry. The technology, regulations and the markets are considerably developed in Canada. However due to a more saturated market, competition is fierce. This industry is a competitive market with a low barrier of entry. Since fast-casual food like fried chickens, pizzas, bubble tea, hotpots etc. do not required a high level of catering skills, restaurants' menu adaptability, brand awareness and marketing strategy will play a crucial role to the success in this industry.



## INDUSTRY AT A GLANCE

### Key Statistics Snapshot

Revenue

**\$ 26.4 B**

Annual Growth 14-19

**3.4%**

Forecast Growth 2019-2024

**1.6%**

Profit

**\$2.7 B**

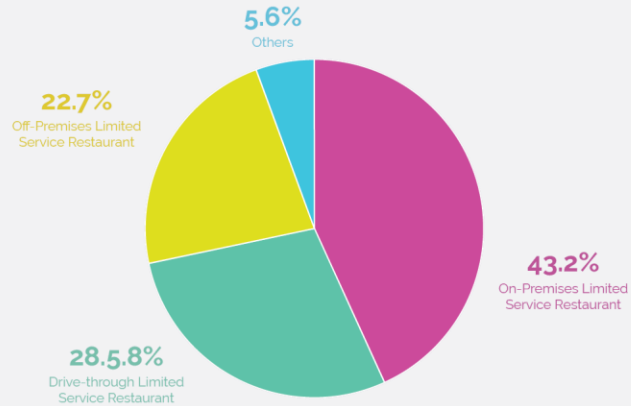
Wages

**\$8.0 B**

Businesses

**20,521**

### Current Convenience Store Product Distribution



### Key External Drivers

Consumer spending	takout & delivery service
Healthy eating index	Establishing local community presence
Business locations	
Quick-service food service	
World price of wheat	
Adult obesity rate	

p.11

### Important Metrics

Capital Intensity	Medium
Technology & Systems	Medium
Regulation & Policy	Medium
Competition level	High

p.12



## OPERATING PLAN

### Operational Management

(Confidential) will assume the role of General Manager and will be responsible for directing the day-to-day operation and the growth of the business.

Duties will include but not limited to:

- Selecting possible product lines according to the market demand.
- Demonstrate leadership and work cooperatively with the sous chef and the team.
- Assisting hosting staff during peak hours with restaurant duties.
- Supervision of the employees and the maintenance of store discipline.
- Adjusting on staffing expense, store promotion, staff scheduling, and staff hiring according to the business needs.
- Working closely with the sous chef during the purchases of inventory.
- Conducting marketing and competitor research to understand customer preference and adapt to
- Reviewing and analyzing financial records to design suitable budgeting and resource allocating strategy.

### Wages

Labor is used for a variety of tasks in the quick service restaurant industry, including making the food, taking orders, cleaning premises and handling day-to-day restaurant operations. In the last five years, labor costs have increased as a share of revenue, despite attempts by some companies to optimize some work practices through automations. However, smaller Individual operators did not benefit from this automation. Therefore, a skilled and knowledgeable workforce is still important in this service industry.

### Purchases

Purchases are the largest category of spending among market members and are projected to account for 37.3 per cent of sales in 2019. Food and beverages are typically purchased from wholesalers, especially those who can guarantee both prompt distribution and quality food. Fluctuations in the cost of food products can have a significant impact on company revenues and profits.



### Average Industry Costs 2019 by Percentage

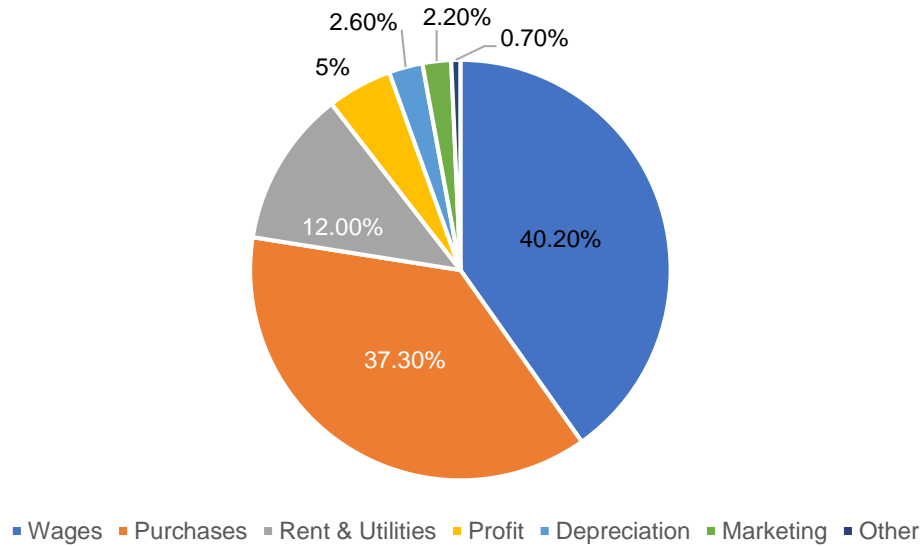


Figure 1.0

### Fried chicken & pizza store Costs 2019 (Previous Year) by Percentage

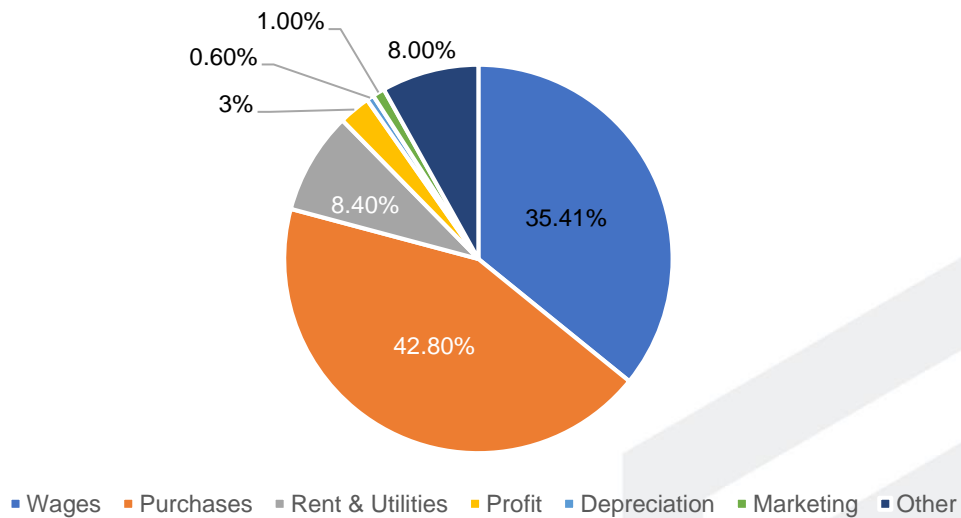


Figure 1.1

## Investment Breakdown

### Initial Investment

Expense Name	\$CDN	To Whom Payment is to be Made
Initial Legal Fee	\$xxx	
Purchase Price	\$xxx	xxx
Leases		
Equipment & Fixtures		
Intellectual Property		
Permits & Licenses		
Goodwill & Business Names		
Telephone/Fax/E-mail/Website		
Contracts		
Business Records		
Opening Inventory	\$xxx	
Full Market & Competitor Report	\$xxx	Quantasphere Business Solutions Inc.
Website Design & Development	\$xxx	Quantasphere Business Solutions Inc.
Responsive Design & Mobile Optimization		
Basic Content Management System (CMS)		
Initial SEO Setup		
Basic Rebranding	\$xxx	Quantasphere Business Solutions Inc.
Brand Color Palette		
Simple Typography Standard		
Business Card		
Social Media Brand Assets		
Working Capital (Refer to Cash Reserve)	\$xxx	
<b>ESTIMATED INITIAL INVESTMENT</b>	<b>\$XXX</b>	



## Staffing Management & Expense

The two peak hours of the restaurant are lunch hours (11:30am -2:00pm) and dinner hours (5:30pm – 7:30pm).

Sous chef is the main chef that will be overseeing the entire operation in the kitchen including the supervision of each line cook, the quality of the food, the purchasing of inventory, the maintenance of kitchen safety and sanitation, and the enforcement of punctual production deadlines. The junior line cook will be assisting the sous chef in delivering each order and will work cooperatively with the team.

Serving staff will act as a server, and a cashier to help take in-person, telephone, and online reservations and orders. During slow hours he/she will also be assisting with cleaning tables to ensure restaurant sanitation. During peak hours, a part-time serving staff will be installed to help with the cleaning of the restaurant. In addition, due to the quick service nature of Fried chicken & pizza store, a serving/delivery staff will be hired to manage the delivery of the food. This staff will also be responsible for restaurant duties when there are no deliveries.

### Year 1 Staffing Expense

Expense Name	Type	Hrs./Week	Expense Cost
Sous Chef	Full Time	40hrs	\$35,720
Junior Line Cook	Full Time	30hrs	\$21,150
Hosting Staff	Full Time	40hrs	\$26,320
Serving Staff	Full Time	30hrs	\$19,529
Serving Staff/Delivery Staff	Part Time	20hrs	\$13,019
<b>ESTIMATED STAFFING EXPENSE</b>			<b>\$115,738</b>

### Year 2 Staffing Expense

Expense Name	Type	Hrs./Week	Expense Cost
Sous Chef	Full Time	40hrs	\$35,720
Junior Line Cook	Full Time	30hrs	\$21,150
Hosting Staff	Full Time	40hrs	\$27,260
Serving Staff	Full Time	30hrs	\$19,529
Serving Staff/Delivery Staff	Full Time	30hrs	\$19,529
<b>ESTIMATED STAFFING EXPENSE</b>			<b>\$123,188</b>

## Operating Expense

### Operating Expense Year 1

Expense Name	Expense Cost
Accounting Fee	\$xxx
Legal Fee	\$xxx
Bank Charges & Interest	\$xxx
Business License and Taxes	\$xxx
CPP & EI	\$xxx
Credit Card Charge	\$xxx
Insurance	\$xxx
Rent	\$xxx
Utilities	\$xxx
Repairs & Maintenance	\$xxx
Telephone & Communication	\$xxx
Marketing & Advertising	\$xxx
Travel Expenses	\$xxx
Office Supplies	\$xxx
Vehicle Operating	\$xxx
Wages & Benefits	\$xxx
Amortization	\$xxx
<b>ESTIMATED OPERATING EXPENSE</b>	<b>\$XXX</b>

## MARKET ANALYSIS

### Key External Drivers

#### Consumer Spending

During recession, spikes in unemployment generally leads to decline in consumption. Conversely, when employment rate increases, consumer spending will increase as well. This will result in consumers spending more money to dine in restaurants. Although Fried chicken & pizza store is a quick service restaurant, it provides similar utilities as a full-service restaurant for customers to dine in. Therefore, a predicted increase of consumer spending in 2019 will presents a growth in revenue for Fried chicken & pizza store.

#### Healthy Eating

With the increase awareness in healthy eating, the usage of organic products and the nutritional content of the food have become more and more impactful to customer's choices of restaurants. Healthful food alternatives and gourmet items will play a larger role on the menus of most quick service restaurant in this business. Research has also shown that customers are more willing to pay higher prices for healthier food, which will help drive revenue growth.

### Key External Restrictions

#### World Price of Wheat

The world price of wheat has a substantial effect on operators in this Industry. The price of grains, such as wheat, are a prime determinant of production costs, as wheat is the main ingredient in pizza dough. When wheat prices increase, the cost of ingredients rise, meaning operators may need to increase pizza prices to offset this expense. The world price of wheat is expected to increase in 2019, posing a potential threat to the industry.

#### Business Location

As a service-based retail sector that relies heavily on foot traffic and high levels of consumer spending to generate revenue requires a suitable business location to ensure profitability. Malls, schools, transit stations, and business districts are some great examples of locations with high amount of traffic. Since there is an area to how far a restaurant can serve, the market for a restaurant relies heavily on its local and neighboring areas. In addition, there is also a limit to how many similar quick service restaurants a city or town can accommodate.

### High Employment Turnover Rate

This industry is a service centric business; thus, wages are a major cost to business operators due to the labor-intensive nature of food preparation, and meal serving. The business is service-oriented, thus personal interactions with the client is essential and cannot be substituted. However, due to a high turnover rate in the business, operators need to plan out hiring strategy and provide effective benefits to both retain and maximize their employees' production.

Given the continued efforts of many industry operators to minimize operating costs by investing in automated equipment, the share of total industry revenue spent on salaries still rises modestly over the last five years, with wages accounting for an estimated 30.2% of industry revenue in 2019.

### Important Metrics

Capital Intensity	The fast food restaurant industry in Canada is characterized by a modest to low level of capital intensity. The industry is heavily dependent on direct labor production across all areas of operation, including sourcing, distribution, food preparation, cleaning and organizational management. Due to the service-based nature of the services provided by this sector, many of these labor-intensive tasks cannot be easily replaced by automation or machinery.	Medium
Technology Change	Operators in the quick service restaurants industry in Canada routinely utilize technologies to increase sales and reduce labor and food costs. Most businesses in this field are also depending on technological innovation to enhance business processes, promote growth, maintain current operations and develop their own unique food experience. Online ordering system, point of sales system, and social media are all important technological aspects of the industry.	Medium
Regulation & Policy	Industry-relevant laws cover a wide range of topics, including food safety and health, working conditions, smoking bans, liquor licenses and franchising provisions. Most of these laws are imposed and implemented at the provincial level.	Medium
Competition Level	Quick service food restaurant industry in Canada compete with other restaurants primarily based on price. However, other factors, such as quality of service, quality and style of food and drink, product range and variety, ambience and location, are also key elements of internal competition. The company is also subject to external competition from retailers in other food industry markets, such as full-service supermarkets, many of which provide pick-up and home delivery facilities. The sector also competes indirectly with families that are cooking their own meals or purchasing pre-packaged food from supermarkets to eat at home.	High

## Success Factors

### Price Adaptation & Product Diversification

Price-based competition and an emphasis on the regular introduction of new products will likely intensify over the next five years. Most fast food chains will introduce new healthful food alternatives and expand current product lines to keep customers interested.

Although primary competitors and major franchised operators like Little Caesars, Dominos, KFCs, and Popeye Louisiana Kitchen and secondary competitors like A&W, Subway, or McDonald make up the vast majority of the total revenue of the quick service restaurant industry, they do not account for the majority of establishments in Canada. The industry has shifted from major operators offering a single food style to offering diversity and health foods under their own or a variety of brands. This trend reflects changes in consumer attitudes, needs and desires over the past five years.

### Technological Implementation

With the emergence of internet, online ordering has become an essential functionality that every restaurant should be able to offer to the customers. Either through third-party platforms, food-delivery applications, or websites, these platforms are the first-place customers will look into to decide on where to eat. Some pizza restaurant offers online make-your-own pizzas or other interactive functionalities on their websites to improve online ordering experience and ordering convenience for their customers.

### Brand Awareness

Operators require clear market positioning and brand strategy to compete against rivals in this area, as well as the wider food service industry, including cafes, cafeterias and full-service restaurants. In a competitive and low barrier industry like this, brand awareness is exceptionally crucial to a restaurant to differentiate from their competitors. Other than discount or pricing strategy that could be used to attract customers, the brand values that the restaurant can generate is also equally important.

### Market Studies

Large franchised operators invest in market research to track consumer demand, in relation to demand for healthy food and other evolving consumer preferences in order to help them create and modify menus to suit customer's taste.

### Social Media and Digital Marketing

Websites, digital presence and online reviews have tremendous impact on today's restaurant. Customers find food through food blogs, Instagram, or other social media platforms, and judges a restaurant by its website, its photos, and the reviews written by past visitors. Successful restaurants always utilize the social media and digital platforms effectively to enhance their business and increase their market exposure.

### Establish Community Presence

Majority of a quick service restaurant's revenue comes from its local area, thus spending time to reach out to the community and building relationship with the neighborhood are important to the growth of the business. Sponsoring school events, sports tournaments, or any kind organizational events are some examples on how a business owner can establish their community presence effectively.

### Overall Revenue Distribution

Revenue Distribution for Canadian  
**Quick Service Restaurants**

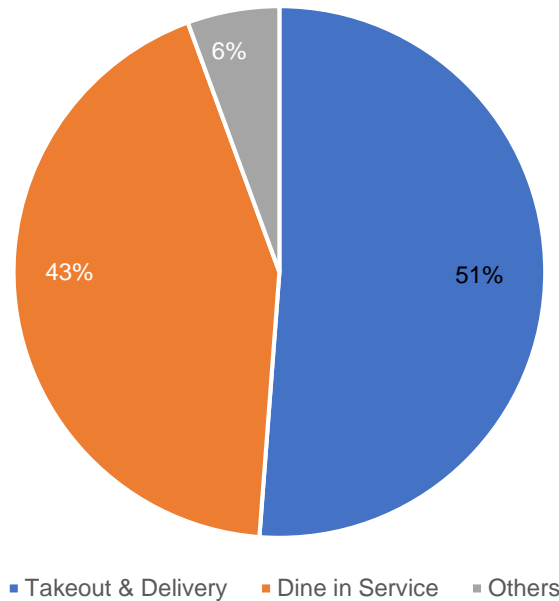
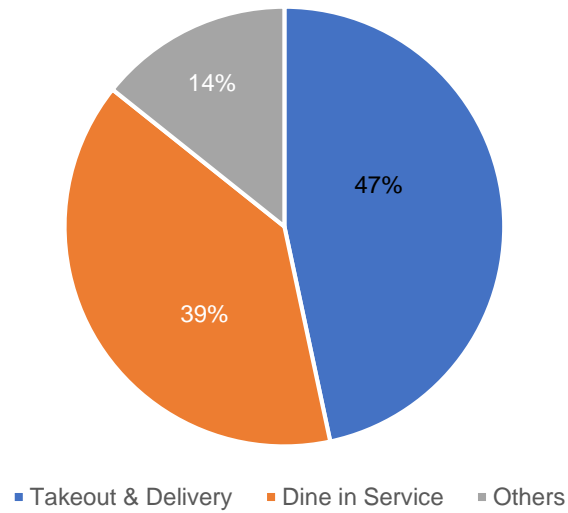


Figure 2.0



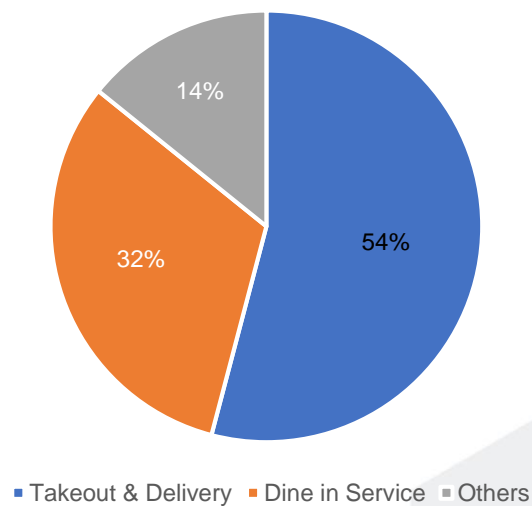


Revenue Distribution for Canadian  
**Quick Service Fried Chicken Restaurants**



*Figure 2.1*

Revenue Distribution for Canadian  
**Quick Service Pizzerias**



*Figure 2.2*

In the face of broader fast casual restaurant competition, many pizza and restaurant players are ratcheting up the quality of their offerings. Over the past several years, Domino's has moved aggressively to improve its food quality, and Pizza Hut is in the midst of a brand overhaul that promises more-trend forward variety and better quality. By growing their niche, a growing cadre of fast casual pizza specialists are catering to customization and individual servings while touting a healthy halo through quality, sourced ingredients. The market also shows a rising trend of take-and-bake pizza, where fresh made pizza from pizzerias are frozen for customers to take back home.

The fried chicken industry is at a rising stage in its life cycle. Over the 10 years to 2024, industry value added (IVA), which calculates the contribution of industry to the economy, is expected to increase at an annualized rate of 7.7%. Over the ten-year era, consumers have become increasingly aware of their health and calories. The change in consumer preferences for healthier options has prompted industry operators to reformulate their recipes and expand their menus to keep up with the competition.

### Major Market Segmentation

Considering Fried chicken & pizza store's location, the amount of competitions from pizza stores far exceeds competitions from fried chicken stores. Therefore, this market segmentation will study the segmentation for Canadian quick service pizzerias in more detail. Although the research mainly focuses on quick service pizzerias, quick service fried chicken store also belongs to the quick service food industry, so it will have similar market characteristics with the pizza industry.

**Market Segmentation  
Canadian Quick Service Pizzerias 2019 by Consumer Age**

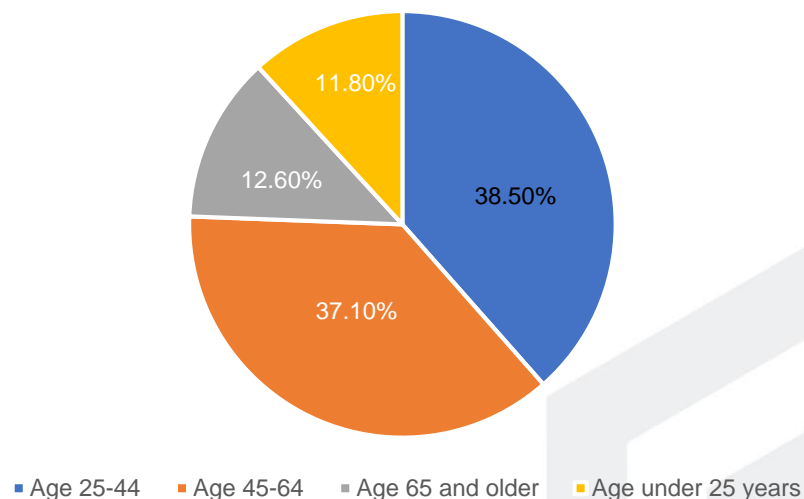


Figure 2.3

### Consumers Aged 25- 44

The quick service pizzerias industry mainly serves customers between the ages of 25 and 44. Consumers in this group spend more than average on food away from home. They are typically in stable job positions that provide them with stable disposable income and the ability to buy prepared food in restaurants. In addition, many of these customers also have families with young children – another aspect that raises their probability of using the services of the pizza restaurants industry. Pizza provides a quick and relatively inexpensive meal option for the whole family.

### Consumers Aged 45- 64

Consumers between the ages of 45 and 64 are the second largest retail sector. While these patrons typically have stable salaries, they often tend to favor more high-end options, such as typical sit-down restaurants. Although, they do not dine in a restaurant as often as consumers between the age of 25 and 44, they tend to spend more when they choose to eat away from home, thus increasing their contribution to the overall revenues of the pizzeria industry even if they eat at pizza restaurants less frequently.

### Consumers Aged 65 or Older

Consumers 65 and older are a small but growing market for the Pizza Restaurants industry. This segment spends far below average on food eaten away from home. The typical consumer in this group spends \$2,511 annually on restaurant meals, compared to an overall average of \$3,321 across all consumer units. Consumers in this range tend to purchase more food to cook and eat at home. They may be more inclined to purchase take-and-bake pizza from restaurants instead of hot pizza take out.

### Consumers Aged 25 or Under

Consumers under the age of 25 are predicted to account for 11.8% of industry sales in 2019. Many of these buyers do not have a steady career and disposable income, which may have impact on their demand for restaurant food.

Nonetheless, income from this category has increased marginally over the last five years, as pizza chains chased younger demographics through clever marketing campaign and menus designed to appeal to young consumers, including college students, high school students, and children. Although they may not have a stable salary as the other age groups, they still have the capability to pay for quick service food,

### Market Segmentation Canadian Quick Service Pizzerias 2019 by Household Earning

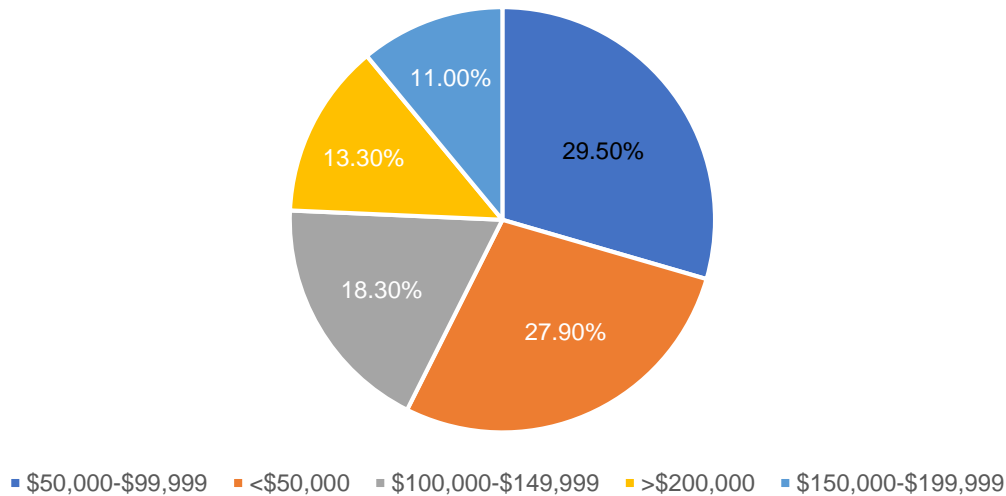


Figure 2.4

#### Consumers with Household Income \$50,000-\$99,999

Households that earn between \$50,000 to \$99,999 are the largest market for quick service restaurants. Individuals in this group often have limited time available outside of work to shop, cook and prepare meals for consumption. In fact, people in this class of income have a small amount of disposable income to spend on food. These individuals often do not have to make a significant sacrifice in order to afford the food provided by this industry, allowing them to eat in the industry establishments, instead of preparing meals at home.

#### Consumers with Household Income <\$50,000

Compared to consumers in other categories of income, consumers who earn less than \$50,000 are continually pressed for time to consider home-made meals to be a challenge. Nonetheless, consumers in this revenue segment can often find it difficult to afford to eat away from home, particularly at full-service establishments, thus quick service restaurant will become a more appealing choice for them.

#### Consumers with Household Income \$100,000-\$149,999

While individuals in this segment of income are equally pressed for time, limiting their ability and willingness to cook food at home, their increased levels of disposable income allow them to trade in higher quality food service establishments for their meals. Consumers in this category will often choose to dine at full-service establishments.

### Consumers with Household Income >\$200,000 & \$150,000-\$199,999

Consumers in the last two earnings brackets have the highest levels of disposable income, allowing them to eat away from home more often than other income segment. However, these households regularly trade their consumption away from home, opting to dine at full-service and high-end dining establishments. These customers also often spend more per meal, eating more high-quality and luxury food products.

### **Market Advantage**

Mix of Pizzas and Fried Chickens

One of the key success factors in this industry is product diversification. With high competition in the quick service food industry, the ability to create new menus and modifying existing items to suit customer's changing preference are the key to success. Fried chicken & pizza store provide both pizzas and fried chickens individually, or together as a package which offers customer a wider range of meal choice to diversify their risks, expand their customer base, and prevent jaded appetites. In addition, the store also has established and well-designed recipes for both pizzas and friend chickens.

Competitions Not as High as In Bigger Cities

The business location of Fried chicken & pizza store does not experience as many competitions as in bigger cities. With no more than 6 pizza stores and 2 fried chicken stores within 2.5 km radius, the store does not experience as much pressure from competitors, because there are less choices of restaurants for visitors to choose from.

### **Population Demographics By Age** (A Location Confidential), XXX

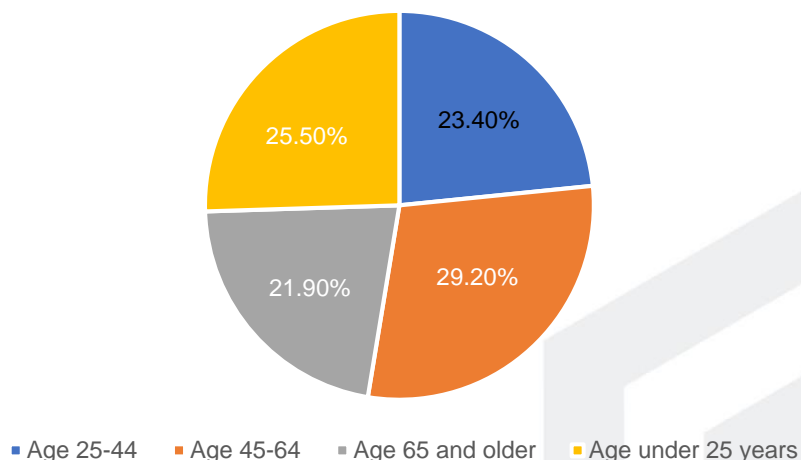


Figure 2.5

### Average age is in the right market segment

The age demographics of (A Location Confidential) is quite evenly distributed among the 4 age groups. From the previous research the customer group from the range of 25-64 account for most of the quick service pizza stores' revenue. It is an advantage that the two statistic falls in line with each other. While consumers under 25 years old mainly consists of college, high school students, and children, they also account to the second highest age population in (A Location Confidential). Fried chicken & pizza store should pay attention to this group audience where family deals, and student discount strategy may be beneficial to the growth of the business.

### **Population Demographics By Income (A Location Confidential), XXX**

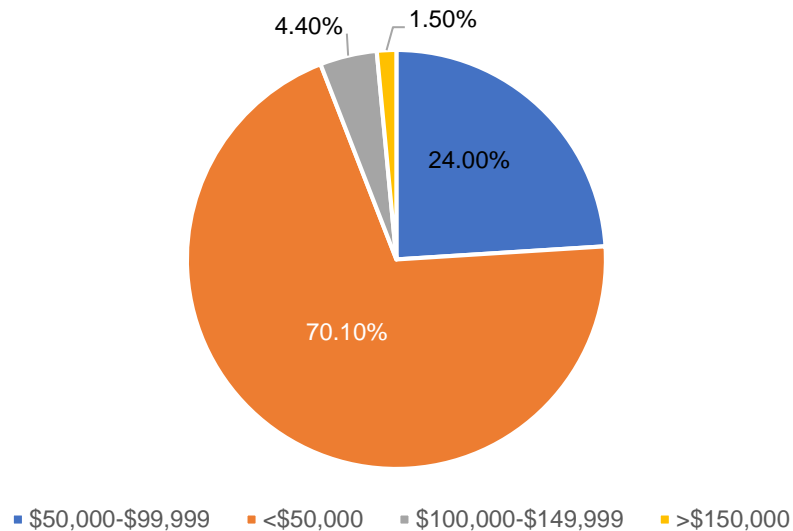


Figure 2.6

### Average household income is in the right market segment

The income demographics of (A Location Confidential) shows an overwhelmingly high portion of residents with an income under \$50,000. This information should be considered to design appropriate pricing strategy for the meals sold at (A Location Confidential). Although percentage of people with income higher than \$50,000 only account for roughly 30% of the population, this group of customers are capable to purchase for more products, and willing to pay more unique, healthy, or quality choices of food at a higher price. Business owner should also pay attention to this higher income group and find a balance between these two groups of audience.

### Great Neighborhood with schools, malls, community centers

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#210 - 5589 Byrne Road,  
Burnaby, B.C. V5J 3J1

+1 604 430 8554  
www.quantasphere.ca





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The potential of a restaurant is heavily influenced by the local area and neighborhoods that it is operating in, in which foot traffic and accessibility are one of the important traits of a restaurant. Fried chicken & pizza store is in the Beban Plaza with a variety of stores located in the mall including liquor stores, groceries, and a number of different shops that attracts local foot traffic into the plaza. The plaza is also located in a residential area with community centers, elementary schools, community churches and golf courses. The location of Fried chicken & pizza store is located at an advantageous location with constant amount of foot traffic which can bring in consistent volume of visitors.

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## FINANCIAL FORECAST

According to the average industry cost of a quick service restaurant, the strategy to increase business revenues is to maintain the current sales from previous years, and to improve on the following 3 sections: Lowering wage expenditure by optimizing the staffing structure, reducing inventory cost by finding better suppliers, and increasing the marketing budget to help promote the business.

### Wage Reduction

Wages account for the largest cost for a quick service restaurant at 40.2% of the total revenue. Although, Fried chicken & pizza store's wage cost account for 35.41% of the total revenue cost in the past years, the staffing structure can be further optimized to lower this expenditure. With a better constructed operational plan, employees can be utilized to their maximum potential. By standardizing kitchen and operating procedures, workflows and employees will be more efficient. Therefore, owners will not have to spend unnecessary resources on excessive personnel. The goal is to lower the wage cost to 33% of the total revenue.

### Inventory Cost Reduction

Reducing inventory cost is the second highest expenditure for a quick service restaurant at 37.3% of the total revenue. In the previous years, Fried chicken & pizza store's purchase expenditure account for 42.8% of the total revenue which can be gradually reduced over the next few years. The goal for the first year is to lower the expenditure from 42.8% to 40.0%. The goal for the second year is to lower the expenditure from 40.0% to 39.0%. These goals can be achieved if the owner can consistently seek for different suppliers for better pricing and optimize food preparation process to reduce food waste.

### Increasing Marketing Expenditure

Marketing is an important aspect of a restaurant in the food industry. As discussed in the success factors of this report, utilizing the social media and digital marketing effectively is an important strategy to adopt in today's food industry. By increasing the expenditure on marketing fee above 1%, the business can gain large amount of exposure on the marketplace in which some portion of it can be converted into actual customers

Financial Forecast Yr1

Category	Forecast Items	Year1	Year2
Income	Sales Income	\$xxx	\$xxx
		\$xxx	\$xxx
Inventory Cost	Inventory Sold	\$xxx	\$xxx
		\$xxx	\$xxx
	<b>Gross Profit</b>	<b>\$xxx</b>	<b>\$xxx</b>
		\$xxx	\$xxx
Operating Expense	Accounting Fee	\$xxx	\$xxx
	Legal Fee	\$xxx	\$xxx
	Bank Charges & Interest	\$xxx	\$xxx
	Business License and Taxes	\$xxx	\$xxx
	CPP & EI	\$xxx	\$xxx
	Credit Card Charge	\$xxx	\$xxx
	Insurance	\$xxx	\$xxx
	Rent	\$xxx	\$xxx
	Utilities	\$xxx	\$xxx
	Repairs & Maintenance	\$xxx	\$xxx
	Telephone & Communication	\$xxx	\$xxx
	Marketing & Advertising	\$xxx	\$xxx
	Travel Expenses	\$xxx	\$xxx
	Office Supplies	\$xxx	\$xxx
	Vehicle Operating	\$xxx	\$xxx
	Wages & Benefits	\$xxx	\$xxx
	Amortization	\$xxx	\$xxx
	<b>Total Operating Expense</b>	<b>\$xxx</b>	<b>\$xxx</b>
		\$xxx	\$xxx
	Loss for The Year	\$xxx	\$xxx
	<b>Net Profit (EBITD)</b>	<b>\$xxx</b>	<b>\$xxx</b>

