

APPENDIX GA36a

LEVEL 4 ASSESSMENT SPECIFICATION

Student name:	Maisie Evans	Student number:	ID 2512230
Programme:	DA Program - BSC in Supply Chain and Logistics		
Module:	Business Planning		
Module code:	ACMA 4015	Contribution to Overall Module Assessment (%):	100%
Lecturer:	Dr Moutushi Tanha	Internal Verifier:	Dr Irina Neaga
Assignment Title:	Developing Business Plan a	Word count (or equivalent):	1500 words
Submission deadline:	02/12/2025	Return date of provisional marks & written feedback:	20 working days after submission
Submission method:	All written assessments, where practical and possible, must be submitted via Turnitin unless otherwise instructed by the Lecturer. (Please DO NOT put this assessment specification into Turnitin or it will match many similarities with other students' submissions.) Alternative submission method (if applicable): Late submission of the assessment will result in a late penalty mark: Work which is submitted up to 1 week late will be capped at 40% for the first attempt and will be awarded a mark of 0% for re-assessment. Late submission penalties may be lifted only if there is an approved extenuating circumstances claim. Work submitted more than 1 week late will be considered as a non-submission and will not be marked. The work may be considered as		

	a submission for reassessment if offered by an Examining Board or if there is an approved extenuating circumstances claim.
Academic honesty / referencing:	Academic honesty is required. In the main body of your submission you must give credit to authors on whose research and ideas your work is based. Append to your submission a reference list that indicates the books, articles, etc. that you have used, cited or quoted in order to complete this assessment.

Module Learning Outcomes (from module syllabus)
Upon the successful completion of this module, the student should be able to: Assess the internal and external business environment using suitable tools and techniques. Understand the stages of a project and its components. Use appropriate project planning and management tools.

TASK DESCRIPTION

Use of Generative AI in Assessment

(Lecturer to indicate Yes or Not against each element)

RESEARCH	For this assessment, you can use Generative AI to support you in research and data analysis.	Yes ☒ No ☐
STRUCTURE	For this assessment, you can use Generative AI to support you in structuring your submission, including creating a draft argument structure, identifying parts and headings, etc.	Yes ☒ No ☐
PROOFREADING	For this assessment, you can use Generative AI to check your own text/creation for grammatical and syntactical mistakes, including getting suggestions to rephrase your work.	Yes ☒ No ☐
WRITING	For this assessment, you can use Generative AI to create text for submission.	Yes ☐ No ☒
CREATIVE	For this assessment, you can use Generative AI to create creative materials, such as images.	Yes ☐ No ☒

PROGRAMMING	For this assessment, you can use Generative AI to create and check code.	Yes ☐ No ☒
NONE	For this assessment, you are not allowed to use any type of Generative AI support. This includes research support, structure support, writing/proofreading support and creative support.	☒

AI Acknowledgement

I confirm that I have not presented any AI-generated materials as my own work in this portfolio.

However, I acknowledge that I have used or may have used the AI in the research and proofreading of my portfolio.

Name: Maisie Evans.....

Student ID: 2512230.....

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1.0 Mission Statement

We are dedicated to delighting our customers with the best Gluten Free bakes crafted with care, ensuring safety, joy, and exquisite taste revealed within every bite.

2.0 Executive summary

Safe and Savory is a UK-based business that caters for your dietary needs. We are dedicated to ensuring a safe and healthy food environment that can be thoroughly enjoyed by everyone. Our mission is to provide for those who feel that they are missing out in the food industry, and those who just want to enjoy a 100% GF treat. We offer packaged goods throughout the UK, delivered straight to the comfort of your own home.

We offer a variety of different foods, ranging from; Breads, flours, treats, ingredients and recipes. We also offer nutrition fortification, which means that our products contain additional nutrients such as Iron and Calcium. Which is very important for those with Coeliac Disease. We have one target to achieve; Ensure everyone can safely enjoy their most favorite foods! We are fully committed to establishing a totally GF and Coeliac safe business. We see those who experience major side effects from the slightest crumb of Gluten, and we knew we needed to create a platform that promises that this will not be the case.

The GF market is expanding drastically, with more people being diagnosed with it. Whether it's by choice, Gluten intolerance or Coeliac Disease, the market is expanding. Our business is to apprehend the increases through customer requirements, sales, and retail partnerships.

Our business is set up solely on experience, by a passionate team of specialist individuals who are motivated to contribute to the market growth of GF diets. Safe and Savory doesn't aspire to just be a food brand; we aspire to be a community that is trusted by our customers.

At the moment we are seeking funding and/or partnerships to widen our production and expand our customer base throughout the UK and further.

3.0 Industry at glance (projected industry growth)

Market Analysis, Size and Growth

The global GF bakery market was valued at £235million GBP in 2025 and is projected to grow with a CAGR of 8.7-8.9%. this confirms that the market is rapidly expanding for the future. The UK market is experiencing huge growth; this is driven by increasing health awareness and more diagnoses of Coeliac Disease and intolerances.

Growth rate - As a baseline assumption for market growth, with the CAGR 8.8% from 2025-2032. The growth will increase to at least £117,504 throughout the years.

Geographic Scope

Safe and Savoury will initially be conducted in the Blaenau Gwent, South Wales area. Deliveries throughout the UK will be an option for those who live at a distance and want to experience our premium services. It is suggested by the UK that approximately 1 in 10 individuals are GF, either by choice or dietary requirement. Within my local area, approximately 67,000 people are residential here. This indicates that around 7,000 people are living with the restricted diet of being GF. Competition within my area is not a crucial factor to the success of my business as there is not much locally to offer for those who are restricted to this diet.

Gross margins for speciality foods can range from 30% to 50%. Effective pricing strategies for GF foods must account for ingredient costs that can be 200% to 400% higher than conventional counterparts. This justifies a premium price point for quality, safe GF products. (2025).

Total potential customers

After surveys, social media posts and market research, I have estimated that around 300 customers will make an initial investment in my business within the first couple of weeks. Packages will come at a price ranging from £20 - £40 as a start-up price. This would give me a profit of between £6,000 and £12,000 depending on the service provided. With our subscriptions, the packages will be discounted from £20 - £18 and £40 - £36.

Average revenue per customer

If 300 customers a month placed an order online, an estimated annual projected revenue would be at £108,000.

Growth rate

As a baseline assumption for market growth, with the CAGR 10.4% from 2025-2032. The growth increase to at least £119,232 throughout the years.

Competition Analysis

Direct Competitors	Schar, Genius Foods and Kellogg's.	Schar is a fully GF brand that was founded in 1922 in the Alps. They have achieved a record-breaking profit of £1.6 million, a significant increase from 2023. “Through research projects, the study of new raw materials, and innovative technologies and formulations, we work to improve the lives of our consumers and to be close to their needs.” (Schar). Schar faces challenges such as rising input costs, supply chain disruptions and the expense of high-quality GF ingredients. They also face the challenge of excessive plastic packaging and crumbling texture of certain products. Their strengths are having well-liked products.
Indirect Competitors	Tesco, M&S, Morrisons and gluten free small businesses.	Tesco offers an extensive range of GF products which is under its own name “Free From”. Free From is also supplied by companies such as Schar, Genius and Warburtons. Tesco is the UK’s largest retailer, and the Free From category’s growth is a huge contributor to its market share gains. “The Launch into Tesco is a significant, milestone in the White Rabbit journey, with the brand already the UK’s second largest gluten free brand.” (White Rabbit, 2025).

4.0 Key External Drivers

Rising Health Consciousness and Awareness

There has been a substantial growth in the number of people who suffer from Coeliac disease. Not only from diagnosis but people are also on a GF diet as a personal choice. The awareness of Celiac Disease, Gluten sensitivity and gut health has increased rapidly throughout the years and many consumers without the diagnosis are also doing it for an improved digestion, increased energy and more natural ingredients. This broadens my customer base significantly beyond just a diagnosis and medical needs.

There has also been an increase in diagnosis and medical support. Recently there has been a development on procedures that contribute to the diagnosis of Coeliac Disease. This is being achieved through AI tools for analysing biopsy images and enhanced endoscopic image techniques. Antibodies to tissue transglutaminase are the first line screening test for Coeliac disease. Small intestinal endoscopic biopsy showing characteristic features of intraepithelial lymphocytosis, crypt hyperplasia, and villus atrophy is considered the gold standard confirmatory test. (The BMJ. 2025).

Enhanced Labelling Regulations

Natasha's Law is a UK regulation that requires every food business to provide a full ingredient list and allergen information available on every food packaging. Natasha's Law protects people with food allergies from unintentionally consuming allergens that may cause serious harm to someone's body. (Natasha Allergy Research Foundation. 2019-2025).

PESTEL Analysis	
Political Factors	The Welsh Government has many foods production/agriculture related policies. As an example, a healthy eating initiative would go well alongside my business as a GF company.
Economic Factors	Inflation and rising food product costs could affect my business as the price of ingredients would increase and affect my COGS. There is also a possibility that interest rates can increase impacting borrowing and spending. If inflation becomes an issue for my business, I will have to slightly increase prices throughout my business to make up the costs.
Social Factors	Impact in demands for GF foods would have a huge positive impact on my business as health and wellness is becoming a much wider trend. The growing awareness of food allergies would also have a positive impact on my business's growth.
Technological Factors	Advances in food production would be a credible input in my business as this would strengthen manufacturing processes and improve efficiency. New technologies within the food industry could help with the process of baking these foods. This would also save time and costs in the long run.
Environmental Factors	Climate Change and weather could become an issue for my business as we would mostly depend on deliveries that would be throughout the UK. Issues such as these could cause stoppages in productions and deliveries casing a potential loss of profits.
Legal Factors	Food and Hygiene regulations would be taken very seriously within my business. I would make sure all staff were fully trained in handling foods, hygiene and allergen safety regulations. As this would be a fully GF business, no other foods would.

5.0 SWOT Analysis

Strengths	Growing demand and awareness on food allergies and Coeliac disease – People will feel more confident and supported having options such as this.
Weaknesses	Higher production costs and cross contamination risks – Purchasing in bulk will help tackle costs and building good relationships with suppliers. We will source local ingredients to also tackle prices. Our workspace will only cater GF foods so there is no risk of cross contamination between GF food and Gluten containing food.
Opportunities	Rise in Health, wellbeing and awareness – Sourcing new opportunities such as Safe and Savoury will help people feel more secure and embraced with their diet.
Threats	Competition from pre-existing brands – There are countless variations of every product in this world, but people ultimately discover their favourite. We are confident that we will reach this goal.

6.0 Marketing (7 P's)

Product – Safe and Savoury will offer foods such as breads, pasta, ice-cream cones, snacks and treats. Options will expand throughout time to offer a wider range of foods for everyone. Our options will contain nutrition fortifications; this refers to the deliberate addition of nutrients such as vitamins, minerals and iron. Our packaging will be eco-friendly and will be safely packaged to retain from any cross contamination.

Price – Safe and Savoury's price will be competitive to other GF brands but will also be reflecting on its own nature of the products. We will be offering discounts and subscriptions for our customers; products will also be able to be purchased in bulk. A loyalty program will be available to those who are repeat buyers, loyalty cards will be online that will count all orders and when they reach 6 orders, the next one is half price.

Place – Customers will be able to find our company online, through our website (safeandsavoury.co.uk) and eventually through an app. Deliveries will be available throughout the UK, and our business will be advertised on GF specialty sites/apps such as Coeliac UK.

Promotion – Advertisement will be on social media, on local notice boards, flyers/leaflets, posters placed locally and throughout GF specialty sites. We will be looking to partner with Health and Wellness influencers and GF influencers who can share our brand throughout their platform.

People – Providing exceptional customer service will be one of our main targets. Those who work at Safe and Savoury will be fully trained in all areas applicable. We will also be looking for brand ambassadors who can promote our business even further. Having knowledgeable and friendly staff is one of our main priorities to ensure we build the trust and ensure a pleasant experience for our customers.

Process – At Safe and Savoury, we ensure that all products are handled in a GF safe environment. Our delivery options will offer 24-hour online tracking via website and tracking number. Orders within our app or website will be processed same or next day for the best customer satisfaction.

Physical Evidence – Our products will be clearly labelled and advertised as Gluten Free for all to see. We will be requesting reviews from our customers, this will

show as social proof throughout our business. We will have eco-friendly packaging that will promptly flaunt our GF products to our audience.

7.0 Management, Operations and Financial Highlights (1 year forecast)

To cover all the costs of starting up my business i will be looking for a bank loan of around £150,000.

“Almost two-thirds of small business owners tap into their personal or family savings to start a business. Some 16% of entrepreneurs sought a business loan to start their company.” (Voidonicolas, R. 2025).

Startup Costs	
Business Registration and Legal Incorporation, insurance + Licenses	£2,000
Premises Setup Warehouse deposit, renovation	£15,000
Equipment Ovens, Fridges, Kitchen, Ingredients, Packaging + Storage	£8,000
Marketing Launch Branding, Advertising, Photography	£400
IT Setup Website	£600
Business Deal with a Courier service (FedEx, UPS, DHL)	Free Account
Total	
£26,000	

Staff Roles and Wages Throughout the first year

During the first year of launch, expenses will depend on the success of the business. Staff wages will also depend on how well the business succeeds.

12 Month Hiring Timeline	Staff	Costs on Staff
First 1-4 Months	Operations Manager Head Baker Food Assistant Packaging Staff	£25,332
Months 4-8	Accountant Food Assistant 1-2 Packaging Staff	£40,897
Months 8-12	Customer Service Rep Marketing Person Food Assistant	£56,462

Outsource – We will outsource certain roles within the first 8 months for marketing purposes.

Roles	Type	Hourly Wage	Salary
Operations Manager	Full Time	£15.00	£27,600
Head Baker	Full Time	£15.00	£27,600
X3 Food Assistants	Part Time	£10.00	£31,200
Accountant	Full Time	£14.00	£25,900
X3 Packaging and Assembly Staff	Part Time	£10.00	£31,200
Marketing Person	Part Time	£12.00	£12,000
Customer Service Rep	Full Time	£14.00	£25,900

	Total £181,400
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Staff Training

Staff Training	People	Cost x People	Costs
Food Safety	11	£15 x 11	£165
Allergen Awareness	11	£15 x 11	£165
Hazard Analysis	12	£15 x 12	£180
Health and Safety	12	£20 x 12	£240
Supervising Food Safety	3	£60 x 3	£180
Specialised GF Training	8	£70 x 8	£560
			Total £1,490

Estimated Sales volume

For my new business, the reasonable conversion rate would range between 5%-15% of my target audience. An estimated 7,000 People in my local area are GF.

Lower frequency - 10% of 7,000 = 700 customers.

Higher Frequency – 15% of 7,000 = 1,050 customers.

I could expect to see between 700 – 3,600 customers within my first year of running a business.

We aspire to reach around 1,000 customers within our first year of running and about 3,000 orders. We expect that about 70% of customers will purchase at least three times within the year, this would take us up to roughly 2,500 orders. As our business runs online through online orders, we expect to see more customers from all over the UK purchasing from us within the year. Our estimated number of orders (not coming from our local area) is about 500. This would take our first year of orders up to 3,000. With this number of orders, we will expect to see between £60,000 and £120,000 profit in our first year. This amount is excluding any business or personal subscriptions.

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