

Student Name:	Cara Morris
Student Number:	2533217
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Fresh Fuel Mobile Catering Service

Cara Morris

Sole Trader

Swansea University, Swansea

FreshFuelSwansea@icloud.com

1. Executive Summary

Fresh Fuel is a wellness-focused mobile catering business designed to meet the evolving lifestyle of today's University students. As health continues to shape customer behaviour, nutritious food is at the forefront of our minds, (and our stomachs!). Students are increasingly seeking food that not only satisfies hunger but also supports physical performance, mental focus and overall wellbeing. Fresh Fuel aims to fuel the brain, body and mind with freshly prepared, high-quality food that help students perform at their best, both academically and personally.

Swansea provides the ideal location for this concept. Home to a diverse and growing student population, the city has embraced an active lifestyle through its coastal environment and sporting culture that is resulting in an ever-expanding health-conscious community Gov (2022). This creates an opportunity for an affordable mobile catering business that combines convenience with nutrition and transparent nutritional information.

Social media will be central to Fresh Fuel's growth strategy. Platforms such as Instagram and TikTok will be used to build a recognisable brand that showcases visually appealing products that engage directly with students. This will be achieved by targeted content, promotions and user-generated posts. By aligning with current wellness trends and creating a strong online presence, Fresh Fuel aims to become more than a food business – It aims to become part of the student lifestyle, delivering convenient nutrition that helps students achieve their goals inside and outside the classroom.

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2. Introduction

The UK takeaway food market has experienced significant growth in recent years, driven by increased demand for convenient and affordable food to suit our ever-increasingly busy lifestyles. With the rapid expansion of the wellness industry, healthy, nutritious food is becoming an increasingly popular choice among consumers seeking balanced meal options. With affordability being a key consideration in the current economic climate, Fresh Fuel has been developed in response to this demand to operate in and around Swansea University. The business will provide freshly prepared sandwiches alongside healthy snacks and wellness drinks, all sustainably packaged with transparent nutritional information at a student-friendly price.

The purpose of this business plan is to evaluate the commercial viability of Fresh Fuel and demonstrate how it can establish a sustainable position within a competitive market. Business Wales (2025) states that an effective business plan provides a framework for informed decision-making throughout the development of a new enterprise. The report examines the external business environment, identifies market opportunities, risks and outlines the strategies that will support successful business operations. It also considers the financial viability of the business through projected costs, pricing and financial forecasts, providing a realistic assessment of Fresh Fuel's potential for long-term success.

3. Market analysis

3.1 PESTLE Analysis

As a business operating in a constantly changing environment, it is important to analyse external factors that affect the way the business is run. To do this, a PESTLE analysis has been used to identify Political, Economic, Social, Technological, Legal and Environmental factors that could influence business performance and sales. Research by (Makos, 2024) suggests that understanding these factors enables the business to anticipate potential challenges and opportunities, make informed decisions and adapt its strategies to maximise customer satisfaction and achieve its objectives. This is demonstrated in Figure 1 below.

Factor	What could affect my business?	Evidence or source needed	How this affects my plan
Political	Council altering regulations around parking	Swansea Council	Limits my ability to sell from certain areas and/or times of day. Continued observation of regulations.
Economic	Rising cost of living	General market awareness and customer feedback	Limits budgets, reducing spending on food. Meal deals will be made available.
Social	Current wellness trend popularity fluctuations	Social media	Remain relevant through adequate online marketing
Technological	Encourage use of Apps that inform customers of nutrients contained	MealScan	Integrate as part of a marketing strategy that aligns with the brand
Legal	Register as Sole trader, Insurance, food hygiene, consumer rights	Food safety team at Swansea Council	Register, enrol on a food hygiene course and buy insurance
Environmental	Customers expecting 'green' packaging to fit with the brand	Supplier information and customer feedback	The business will use recyclable or biodegradable packaging

Figure 1. PESTLE analysis table

As shown above, a range of factors have been identified that may affect the operation of the business. However, the factor with the greatest potential to disrupt the business is the political aspect, particularly its relation to parking regulations. As a mobile catering service, the business relies heavily on being able to operate in locations that attract high levels of customer traffic. Restrictions on parking or trading locations could therefore have a significant impact on sales and profitability. To minimise this risk, the business will maintain regular communication with Swansea Council, remain informed of any regulatory changes and monitor customer demand. This will ensure it continues to operate in the most suitable locations.

3.2 SWOT analysis

A SWOT analysis provides an opportunity to critically evaluate the factors most likely to influence Fresh Fuel's performance. By considering the business's internal capabilities alongside external market conditions, both advantages and potential challenges can be identified. The findings will inform strategic decisions throughout the business planning process. This will ensure that opportunities are exploited, risks are managed effectively and resources are directed towards achieving long-term growth.

SWOT	Analysis	Decision for the plan
Strengths	Fresh fuel benefits from a clear market niche by targeting students with affordable, nutritious food. It's mobile catering provides flexibility to trade in busy locations. Transparent nutritional information and sustainable packaging reinforce the businesses' wellness focused brand and differentiate it from its competitors.	Build marketing around the business's unique selling points by emphasising convenience, nutritional value, affordability and sustainability.
Weaknesses	As a sole trader business, Fresh Fuel has limited brand recognition, financial resources and staffing capacity. This may restrict marketing activity, reduce operational flexibility during busy periods and make it more difficult to compete with established businesses.	Focus on cost-effective marketing, carefully manage expenditure and recruit part-time staff as customer demand increases.
Opportunities	Growing interest in healthier lifestyles and sustainable products aligns with the business concept. Partnerships with Swansea University and student societies, social media marketing and seasonal menu development provide opportunities to increase	Develop strong relationships with the university community while maintaining an active online presence and regularly reviewing the menu to meet changing customer preferences.

	brand awareness and encourage repeat custom.	
Threats	Competition from established cafes, supermarkets and fast-food outlets may limit market share. Rising food and fuel costs reduce profitability, while changes to council regulations or trading or trading locations may affect where the business can operate.	Differentiate the business through quality and value for money. Keeping on brand and providing excellent customer service. Regularly reviewing operating costs and maintaining compliance with local regulations.

Figure 2. SWOT analysis

Taken together, the findings highlight that Fresh Fuel must remain aware of council regulations, build and maintain positive relationships with Swansea University and respond proactively to customer needs and preferences. Doing so will strengthen the business's competitive position and support the achievement of its long-term objectives.

3.3 USP

Fresh Fuel's wellness mobile catering service provides a healthier alternative to traditional food on the go by offering fresh, nutritious meals at an affordable price. Our menu focuses on freshly prepared sandwiches made with high-quality ingredients, accompanied by healthy extras such as homemade protein balls, concentrated health juice shots.

Every item includes clear nutritional information including calorie information and macronutrient values, allowing customers to make informed choices that support their individual health and fitness goals.

We are committed to sustainability by using ethically sourced ingredients wherever possible. Serving our food in recyclable or compostable packaging to reduce waste and protect the planet. Healthy eating should be accessible, so our prices are competitive without compromising on quality. We also offer student meal deals that provide nutritious, satisfying meals at a budget-friendly price.

3.4 Market strategy

To establish a strong market presence, Fresh Fuel must implement a marketing strategy that effectively attracts and retains its target customers. The following table outlines the business's key marketing objectives, together with the actions required to achieve them. These measures that will be used to evaluate their success, providing a structured approach to building brand awareness, encouraging customer loyalty and supporting sustainable business growth.

Objective	Action
Awareness	Build brand recognition among Swansea University students through a strong social media presence (Instagram and TikTok), Eye-catching branding on the mobile catering truck, promotional offers during launch, posters around campus and collaboration with student societies.
Enquiries	Encourage customer interaction by promoting menu options, nutritional information, prices and locations online. Use social media engagement, QR codes on packaging and direct customer conversations to gather interest and encourage future purchases.
Retention	Develop customer loyalty through meal deals, loyalty schemes, consistent food quality and personalised customer service. Regularly reviewing feedback to adapt products to student preferences.
Reputation	Establish Fresh Fuel as a trustworthy, wellness-focused brand by maintaining high-hygiene standards. Using sustainable packaging, providing transparent nutritional information and encouraging positive customer reviews and recommendations.

Figure 3. Market Strategy

3.5 7PS Marketing Mix

Fresh Fuel will use the 7ps marketing mix to develop a marketing strategy that attracts and retains its target customers. The business is a sole trader mobile catering service that will operate in highly visible and accessible locations on or near Swansea University campus. This will make it convenient for students to purchase healthy, nutritious food. The 7Ps framework ensures the product, price, place, promotion, people process and physical evidence are all aligned with the needs and preferences of the target market. This will create a consistent customer experience and support the achievement of the business' marketing objectives.

7P	What this means for the business	Risk or issue	How the business will manage this
Product	The business will sell simple, nutritious food from a mobile catering truck in and around Swansea University	Students may perceive healthy food as being more expensive or less satisfying than traditional fast food	Fresh Fuel will offer affordable meal deals and generous portion sizes. Clearly promoting nutritional value and quality of its freshly prepared meals to demonstrate value for money
Price	Fresh Fuel will use a market-based pricing strategy by offering affordable, nutritious food at competitive prices for students. Prices will reflect the cost of fresh, high-quality ingredients while providing good value for money and supporting sustainable profitability.	Rising ingredient costs may reduce profit margins or require higher prices.	The business will regularly review supplier prices, source ingredients locally where possible and adjust the menu seasonally to control costs while keeping prices affordable.

Place	The mobile catering truck will operate in highly visible locations on and around Swansea University during peak breakfast and lunchtime periods to maximise customer convenience and sales.	Limited access to the University or changes in parking permit regulations will affect where we can sell and reduce customers.	The business will obtain necessary permits, identify several approved trading locations and monitor customer demand to choose the most profitable locations.
Promotion	Fresh Fuel will promote its products through Instagram, TikTok, university social media groups, posters on campus and student loyalty schemes to build brand awareness.	Marketing may not reach enough students or generate sufficient customer engagement.	The business will post regularly on social media, collaborate with student societies, offer introductory promotions and monitor engagement to improve marketing effectiveness.
People	The business will initially be operated by the owner, who will prepare food, serve customers and provide friendly, efficient customer service.	High customer demand during busy periods may affect service quality and waiting times.	Food preparation will be organised before trading begins and part-time staff will be recruited as demand increases.
Process	Customers will order directly from the catering truck, pay using cash or contactless payment and receive freshly prepared food quickly and efficiently.	Delays during busy periods may reduce customer satisfaction.	Standardised preparation methods, efficient food storage and contactless payment systems will reduce waiting times and improve service efficiency.
Physical Evidence	Fresh Fuel will use a professionally branded catering truck, staff uniform, clear	A poor visual appearance could discourage customers from purchasing.	The business will maintain high standards of cleanliness, regularly update

	menu boards, sustainable packaging and an active social media presence to reinforce a high-quality brand image.		branding materials to stay in tune with current trends and remain relevant in appearance.
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Figure 4. 7Ps Marketing Mix Table

Overall, the marketing mix demonstrates that Fresh Fuel has considered the practical and strategic decisions required to operate successfully. By identifying potential risks alongside appropriate management strategies, the business is better prepared to respond to challenges while maintaining a high standard of customer service. This integrated approach will support customer loyalty and strengthen Fresh Fuel's competitive position resulting in the long-term sustainability of the business.

4. Marketing and Pricing

4.1 Competitor Analysis

To understand the competitive environment, Fresh Fuel must compare alternative food choices that students are most likely to purchase. Evaluating competitors' pricing, locations and marketing strategies will provide valuable insight into customer expectations and purchasing behaviour.

Competitor	Location	Price or Offer	Strengths	Weaknesses	What this means for Fresh Fuel
Greggs	Swansea city centre or Swansea University campus	Meal deals from approximately £3.95-£5.00	Well-established brand, affordable pricing, convenient locations and fast service	Limited focus on nutrition, less fresh preparation and limited healthy meal options	Fresh Fuel should compete by emphasising freshly prepared food, transparent nutritional information, sustainable packaging and a wellness-focused brand at

					competitive prices
Tesco Express	Swansea University campus and nearby residential areas	Meal deals from approximately £4.00	Excellent value for money, wide product range, recognised brand and long opening hours	Mass produced products, limited customisation and less emphasis on Fresh, healthy food	Fresh Fuel will distinguish itself through higher quality ingredients, freshly prepared meals and a more personalised customer experience. It will also offer competitive student meal deals
Costa Coffee	Swansea University campus and Swansea city centre	Sandwiches, toasties and drinks typically £4-£8	Strong brand reputation, comfortable environment and premium quality products	Higher prices, limited meal choice and less value for budget-conscious students.	Fresh Fuel can attract students seeking healthier meals at a lower price.
Subway	Swansea city centre and near the campus	Custom-made sandwiches and meal deals from approximately	Strong brand, made-to-order food, 'healthy' image and menu customisation	More expensive than supermarket meal deals, less emphasis on locally sourced ingredients and sustainability	Fresh Fuel can compete by offering freshly prepared sandwiches at student-friendly prices, Clear nutritional information and a stronger wellness-

					focused identity
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Figure 5. Competitor Analysis

The competitor analysis illustrates that Fresh Fuel will enter a market dominated by well-established businesses with strong brand recognition and convenient locations. To compete effectively, the business must capitalise on its distinctive wellness-focused brand while maintaining competitive pricing to attract and retain custom. By differentiating itself through freshly prepared food, clear nutritional information, sustainable packaging and personalised customer service, Fresh Fuel can establish a clear competitive advantage. This will support the development of a loyal customer base and allow the business to remain relevant.

4.2 Revenue and Pricing

To achieve long term business success, Fresh Fuel must implement a pricing strategy that is competitive while generating sufficient revenue to cover operating costs and achieve a profit. Data provided by (ONS, 2025) suggests it is imperative to account for inflation when making decisions regarding price. As the primary target market consists of university students, pricing must also reflect their relatively limited disposable income without compromising the quality of its produce. A market-based pricing strategy will be adopted to accommodate this. Additionally, prices will be informed by the competitor analysis while reflecting the value of fresh ingredients and sustainable packaging. This approach will enable the business to attract customers, encourage repeat purchases and establish a strong position within the local market.

As seen in the price list (see appendix A), the pricing strategy balances affordability with profitability by reflecting both customer expectations and the costs associated with providing fresh, high-quality products. Student meal deals will offer a cost-effective purchasing option that appeals to the target market, encouraging repeat custom and increasing overall sales.

5. Operations

The successful operation of Fresh Fuel will depend on effective planning and efficient day-to-day management. As a sole trader mobile catering business, the operation has been designed to provide a reliable service while maintaining high standards of food quality and personalised customer service. According to (It’s the law! | Business Wales, 2024c), being a sole trading business places all legal and financial responsibility on the owner. However, this allows business owners complete control over the business. This section outlines how the business will operate including its location, staffing arrangements, suppliers, equipment and legal responsibilities.

Operational Area	Plan
Location	Operate in highly visible areas around Swansea University Campus with alternative locations if required
Equipment	Mobile catering trailer/van, refrigerated storage, food preparation equipment, contactless card reader, menu boards, uniforms, cleaning equipment
Suppliers	Source fresh ingredients from reputable local wholesalers where possible to maintain quality and reduce transport costs. Use sustainable packaging suppliers
Staffing	Initially owner operated. Recruit part-time staff as demand increases to maintain service quality during busy periods
Daily operations	Food prepared before trading begins where appropriate, transported safely, served fresh, payments accepted by cash and contactless, stock monitored daily
Legal requirements	Register as a sole trader, register the food business with Swansea Council, obtain public liability insurance, comply with food safety legislation.
Health and Safety	Daily cleaning schedule, temperature monitoring, allergen information, HACCP procedures, regular equipment maintenance and risk assessments.

Figure 6. Operations

Maintaining high standards of food hygiene and health and safety is fundamental to the success of any catering business. Food Standards Agency (2023) highlights the importance of complying with food safety requirements to protect customers and support business performance. By adopting these operational practices, Fresh Fuel will minimise risk and strengthen customer confidence, resulting in establishing a reliable reputation. This will provide a solid foundation for sustainable growth.

See relevant CV in appendix B.

6. Financial Information

Financial planning is vital to determine whether Fresh Fuel is commercially viable and capable of achieving long term sustainability. Forecasting anticipated costs and potential profit enables informed decision making. According to (Costs, Price and Value | Business Wales, 2024b), identifying the required level of sales to support the business whilst achieving the level of profit desired. The following financial information provides an overview of the expected start-up investment, ongoing operating costs and projected financial performance during the first year of trading.

6.1 Start-up costs

Start-up Item	Cost
Mobile catering vehicle	£3000

Catering equipment	£500
Initial stock	£200
Packaging	£50
Insurance	£50
Licences/registrations	£100
Branding and marketing	£50
Card payment machine	£50
Parking permit	£50

6.2 Running costs

Items	Frequency	Cost per interval	Notes
Fresh ingredients	Weekly	£200	Bread, fillings, ginger, turmeric, chocolate chips, oats, peanut butter
Sustainable packaging	Weekly	£50	Compostable paper wrapping, napkins and cups
Fuel	Weekly	£50	Vehicle fuel for travelling to and from trading locations
Vehicle maintenance	Monthly	£40	Servicing, repairs and MOT allowance
Vehicle insurance	Monthly	£50	Monthly standard business insurance
Public and product liability insurance	Monthly	£50	Essential insurance for operating a mobile catering business
Mobile phone	Monthly	£20	Business communications and social media management
Card payment processing fees	Monthly	£30	Charges associated with contactless card transactions
Marketing and advertising	Monthly	£30	Social media advertising, promotional

The forecast indicates that Fresh Fuel is expected to maintain a positive cash balance throughout its first year of trading, suggesting that the initial investment and projected sales revenue are sufficient to cover operating costs. The gradual increase in monthly income reflects the anticipated growth of the customer base as brand awareness develops. The rise in expenditure reflects the increased sales as the business continues to generate a positive closing balance each month. This indicates that the proposed pricing strategy and cost management measures support financial viability. Regular monitoring of cash flow will enable Cara to respond promptly to unexpected costs of fluctuations in demand, helping to maintain long term financial stability.

7.Conclusion.

The business plan has exhibited that Fresh Fuel has the potential to establish itself as a viable and sustainable mobile catering company within the Swansea University community. The findings indicate that increasing customer interest in health and wellbeing along with the need for fast, convenient meal options creates a favourable market for a business centred around nutritious and affordable food. Through comprehensive market research and strategic planning, opportunities have been identified to elevate Fresh Fuel by combining high-quality products and transparent nutritional information with sustainable business practices.

The operational and financial forecasts suggest that the business can operate efficiently. With the cashflow indicating profitability from approximately month six, provided projected sales are achieved and operating costs are effectively managed. The market strategy being led by a strong social media presence and a distinctive brand identity will further strengthen engagement and encourage repeat custom.

Overall, Fresh Fuel is well positioned to respond to evolving customer trends and establish a strong presence within the local food-to-go market. By remaining responsive to customer needs and continuously reviewing business performance, the business has the potential to achieve long-term growth and become a recognised provider of healthy, convenient food for students in Swansea.

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Appendices

Appendix A.

Product	Selling Price	Reasoning
Sandwich	£4.95	Competitive with other fresh lunch options while reflecting quality ingredients
Protein Ball	£1.50	Affordable add-on purchase increasing average transaction value
Tumeric/Ginger shot	£2.00	Premium wellness product supporting the brand image
Student Meal Deal	£6.95	Sandwich, protein ball and drink/shot offering better value than items separately

Figure 6. Price list

Cara Morris

Email: caramorris73@icloud.com
Mobile: 07476723024
Location: Carmarthenshire, Wales

PROFESSIONAL PROFILE

Entrepreneurial and customer-focused business owner developing Cara's Fresh Fuel, a wellness-inspired mobile food catering service providing fresh, affordable and nutritious sandwiches, wraps, salads and healthy snacks to students, workplaces and community events across South Wales.

Bringing over 10 years of experience in customer-facing roles, leadership, relationship building, health and safety compliance and service delivery. Proven ability to manage responsibilities independently, communicate effectively with diverse groups of people and maintain high standards in fast-paced environments.

Passionate about promoting healthy eating, wellbeing and convenience through quality food options designed to fuel busy lifestyles. Committed to delivering exceptional customer service, maintaining excellent food hygiene standards and building a trusted local brand.

BUSINESS OBJECTIVE

To establish Cara's Fresh Fuel as a recognised mobile catering service serving universities, colleges, local businesses, sporting events and community organisations throughout Swansea and surrounding areas, offering nutritious food choices that support health, wellbeing and academic performance at a reasonable price.

KEY BUSINESS SKILLS

- Customer Service Excellence
- Mobile Catering Operations
- Food Hygiene and Safety Compliance
- Menu Planning and Development
- Stock Management and Ordering
- Cash Handling and Digital Payments
- Business Administration
- Marketing and Brand Development
- Social Media Promotion
- Relationship Building

- Event Catering
- Team Leadership
- Health and Safety Awareness
- Time Management and Organisation
- Fluent Welsh Speaker

RELEVANT EXPERIENCE

Founder & Owner (Planned)

Cara's Fresh Fuel | 2026 – Present

- Developing a wellness-focused mobile catering business aimed at university students and local communities.
- Creating nutritious menu options including freshly prepared sandwiches, wellness shots and healthy snacks.
- Designing branding, marketing materials and customer engagement strategies.
- Researching food safety legislation, licensing requirements and operational procedures.
- Building relationships with educational institutions, local businesses and event organisers.
- Developing pricing structures, supplier relationships and business growth strategies.

Paediatric Support Worker

Case Management Cymru | 2020 – Present

- Managed competing priorities while delivering high-quality services in demanding environments.
- Built strong relationships with families, professionals and service users.
- Maintained accurate records and adhered to strict regulatory requirements.
- Demonstrated professionalism, reliability and excellent communication skills.

EDUCATION & QUALIFICATIONS

- ILM Level 4 Leadership and Management (In Progress)
- QCF Level 3 Health and Social Care (Children and Young People)
- QCF Level 2 Health and Social Care
- NVQ Level 3 Hairdressing
- GCSE Mathematics Grade C

ADDITIONAL TRAINING

- First Aid at Work (Level 2)
- Food Safety
- Infection Control
- Manual Handling
- Health and Safety Awareness
- Safeguarding Training
- Risk Assessment and Risk Management

PERSONAL STRENGTHS