

MANAGING ENTERPRISE IN 21ST CENTURY

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Executive Summary:

The latest restaurant business venture with a key focus on offering tasty pizza to the targeted customers has been observed to be driven its business effectively in the long run. With multiple Italian restaurants present in the UK, the innovative services being provided by the venture are supportive of accomplishing its targeted aim and objectives followed by vision and mission. The appropriate business structure followed by effective marketing analysis has helped the latest restaurant venture to develop effective marketing tactics for attracting targeted segments. Furthermore, quality service and product offerings mentioned in the plan are useful in attaining a competitive edge in the restaurant industry.

The new restaurant Italiano foodies point will be introducing participative leadership and a divisional structure for the business. This will be helping the restaurant to create a specific head for each of the departments, who will be reporting to the CEO and other selected five directors of the company. The engagement of total quality management and value- add benefits for the stakeholders of the business create value and sustainability for the new restaurant. The financial feasibility of the business has stated that the Italiano foodies point will be able to develop strong financial figures in respect to the profit, revenue, assets, liabilities, and cash flow balance. Not only the internal factors but also the external factors anticipate in organizational portfolio development.

In the time of products expenditure, the organizations have to be aware of varied external factors that empower customers buying capacity and investors funding decisions. No doubt the organization is a start-up small food joint rather the objectives of the organization is strong enough and organizational foods products or service strengthen the organizational motto multiple times. The restaurant business is committed to offering efficient services followed by attractive programs, comfortable lounging, and healthy with delicious food items including pizza, burgers, pasta, beer, and other refreshments.



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1. Introduction

The presentation will focus on developing an idea to start up a restaurant business in the UK. The starting-up process can be a little hazardous for the new restaurant, but with the help of proper finding and opportunity enhancement, it can be established as a large restaurant. Along with the introduction, the presentation will also focus on the depth analysis of the business. "Italiano foodies point" will be the name of the restaurant. The company will be an Ltd company, and there will be equity of share of different members. The shares and equity generation can develop the financial capability of the new organization by providing the source of finance generation. The restaurant aims to earn £100K for 10% equity.

The UK is a highly populated country and there is a demand for restaurants and fast food among the people of the UK. The people of the UK have the trend to have continental or Italian food as well. Therefore, it can secure the growth opportunity for the new restaurant by attracting a wide range of customer margins for revenue generation. The opportunity of gaining more revenue can increase the sustainability of the restaurant in a highly competitive environment. The restaurant will also need to secure the opportunity of gaining the attention of the business partners or investors. The large range of investment ratios can increase the productivity of the restaurant. Apart from that, "Italiano foodies point" can also invest in the promotion development of the restaurant by gaining the opportunity of attracting a wide range of investors (Amorós, 2021).

The organizational structure depends on the objectives and aims of the organization. In this case, as the type of the organization will be a start-up business, therefore, it is important to properly monitor the business functions and activities of the employees. The company will be of divisional structure, where the employees will be divided among different divisions based on their skills and department needed for the restaurant. There will be one manager for each department, such as human resource manager, training manager, manager of the cooking department, and so on. The divisional structure can also help the "Italiano foodies point" to focus on improving each department of the restaurant for providing the customers the best and efficient experience after visiting the restaurant (accounting tools, 2021).

The board of directors plays an important role in establishing the growth opportunity of any organization. In this case, as the restaurant business in the UK has a wide range of market competition, therefore, best decisions by the board of directors can help the restaurant to face any kinds of challenges properly. In this case, there will be 5 board of directors in "Italiano foodies point", they will be from the highest equity share of the restaurant. The final amount of equity of the "Italiano foodies point" based on the investment of the restaurant will be 30% of its total asset (Leendertse, 2021).

2. Business Description and History

Where the idea came from?

The idea of starting an Italian cuisine restaurant came as the area which had been decided did not have any good Italian restaurants. In addition to that, in the current situation, fast food joints are very much favorable and earning great profits in the UK. The location for the restaurant is a very posh area with offices and colleges located nearby. The restaurant "Italiano foodies joint" is a small food joint that is expected to grab the market of young people and serve the best Italian dish. The UK is famous for its restaurants, clubs, bar, beer gardens, and food joints. Furthermore, it has been decided that the restaurant will offer free beer on every order on specific items to attract the customers towards it. Italian dishes include recipes, ingredients, and cooking techniques that are favorable to the taste buds of the people of the UK. Therefore, while eating in such a food joint, the idea of opening an Italian food restaurant at affordable pricing to serve the young people as per their taste buds with live counter has been decided. To formulate the idea, necessary steps and business plans will be conducted to determine the risk, strength, weakness, environmental analysis before launching the restaurant (Watson and McGowan, 2019).

How, who, what, why?

"Italiano foodies' joint" came into existence after the market survey and analysis of the area, which determined that the location did not have any Italian food joint earlier. It is an added advantage for the revenue and promotion of the restaurant.

The restaurant will be specialized in Italian cuisine, and the focus will be mainly on pizza. As per the study, British people eat 731 pizzas in their whole lifetimes on an average basis. Moreover, the markets of pizza are booming in the UK. However, the current situation has also shifted the focus towards online delivery of food along with offline services. The pandemic situation has increased the online and takeaway options rather than dining in the restaurant. Therefore, the business idea will be developed based on all these criteria of providing takeaway and online delivery along with dining in the facility (thebusinessplanshop, 2021).

What unique problem we are trying to solve?

The main challenge or problem that the restaurant may face is maintaining the hygiene level, getting the food license, and the outbreak of the pandemic. The Coronavirus has led to various government restrictions, which have impacted businesses all around the world. Therefore, planning a new restaurant under these circumstances and gaining the trust of the customers are very important (Genadinik, 2019).

3. Aim and Objectives

Considering the business plan of opening a start-up Italian restaurant business in the UK, the aim for the business is to yield £100K for 10% equity. In the era of the pandemic, it could be challenging; however, with the help of effective business strategies, it could be achieved.

The key objectives of the business are stated as under:

- To develop the presence in the market required for supporting sales and marketing goals as well as to magnetize customers
- To reach healthy month-based sales by the year-end and the average monthly sales developing modestly by steadily via Year 3
- To accomplish double-digit profits margins
- To raise top-rated relations with 2 to 4 well-respected all-encompassing distributors

The keys to success within the start-up restaurant business are laid down:

- Delivery of the customer value proposition
- Marketing: promoting the latest company, items as well delivery channels to a populated and demanded community
- Product quality along with consistency
- Effective pricing concerning the product quality also customer value
- The family-oriented atmosphere with occasional nights of the family entertainment
- Peaceful place for working professionals
- Management: on-time product delivery, costs, controlled marketing budgets administered. There would be a temptation for fixating on the growth at the cost of profits place for financials and inventory
- Reporting with control

4. Mission and Vision

The latest restaurant venture mission shall create a pleasant and friendly atmosphere for targeted customers within a productive and well-designed atmosphere where people could work happily. The business shall be sensitive to the taste and look of good pizza along with additional items such as pasta, burger, and other items followed by quality beers containing high-quality ingredients. The venture shall look to offer the best possible value to its customers desirous of great tasting pizza thereby offering customers the satisfaction of attaining a great value both intangibly and tangibly. Furthermore, the restaurant shall be the fastest and responsible home delivery of Italian food items mainly pizza in the area.

The vision of the restaurant is to be the first-to-the-market with Italian food items within a friendly, non-smoking, working-friendly, and family-oriented dine-in experience as well as first-to-the-area with food delivery. The targeted customers nearby the neighborhood shall involve, residential areas, colleges, universities, and offices. It would also form and nurture an ethical, creative, healthy, respectful also fun working environment, where the restaurant's staff shall be fairly encouraged and compensated for respecting customers and product quality produced (Jogarathnam 2017). The start-up restaurant shall seek responsible and fair profit enough for

keeping the restaurant business financially healthy in the long run thereby compensating investors and owners for their risk and investment.

5. Business Structure

Business responsibilities, as well as roles, could be systematically organized following a matrix, functional, or divisional structure. Companies used to opt for the structure, which seems to form the most suitable sense for the size as well as the type of the business being operated, identifying the presence of unique challenges related to every option. The divisional structure is the key kind of business or organizational structure, which tends to group every organizational function in a division. Every functional subdivision used to comprise unanimous necessary functional as well as resources in it for supporting that product line or the geography as an example of marketing, IT, Finance, Human Resources, Operations, and others. In an organization with a divisional structure, every separate organizational division is held liable for individual departmental activities (Kuznetsova and Karpenko 2018).

A restaurant or food service organization, which used to own a casual dining chain along with a fast-food brand is likely to be organized by division. Instead of possessing corporate-level functional obligations for all marketing actions, there could be a casual dining marketing unit as well as fast food unit, being relied upon one another. The latest restaurant business venture shall opt for adhering to the divisional organizational structure where an appropriate no. of staff shall be subdivided amongst each division considering their skills and level of expertise along with the department required for the restaurant. There shall be a sole manager for every functional division such as Human Resources, Marketing, Kitchen department, Finance, Department, Operations and IT.

The divisional structure could also support the restaurant business, "Italiano foodies point" in focusing on the development of every department in the restaurant for provision of efficient and seamless experiences to the customer on their visit. The board members containing the CEO and other ones shall play a crucial role in strategic decision-making and the establishment of growth opportunities for the restaurant. Here, restaurant businesses having a comprehensive range of

marketplace rivalry could focus on best board decisions to be adhered to by restaurant staff for effective risk management.

Adherence to the divisional organizational structure in the restaurant business has been a necessary aspect (Gong and Sickles 2021). As the responsibilities of the business operations are divided equally to every functional unit, it drives independence in operation which shall foster effective decision-making in the restaurant. Concerning the competitive market of the restaurant in the UK, it is very important to structure corporate functions effectively for ensuring quality to the customers thereby drive personalized experiences along with a long-term customers' base. Removal of requirements of direct supervision of the division could help in developing self-managed teams driving quality in operations with enhanced productivity (Zotov 2021). The structure shall facilitate the restaurant with good training rounds for tactical business management.

As the divisional structure shall free the restaurant's CEO for border strategic decision-making, there would be a quicker response made to change within the market environment. However, as the structure management is quite complicated, the restaurant might require management consultants to run the business effectively, which could develop overall business costs thereby hamper budgets. Sometimes, organizations tend to break tier structure in division relied upon the brand; however other times the segregating lines might be concerned with market served as the commercial vs a residential division for a utility corporate, geographic area, the industry serves, and other associated factors. Furthermore, ineffective management of the organizational structure in the restaurant business could lead the latest venture towards duplication of activities that might result in strategic conflicts amidst divisional heads. Since the business is a fresh start-up, it possesses a limited funds' base, which might obstruct in availing skilled management force thereby hamper decision-making as well as growth.

6. Product or Service Description

Provision of food and drink services to the customers in restaurants, representing attractiveness and understanding of the market expectations and needs stay a generic service of restaurants (Madeira et al. 2021). The latest start-up restaurant

venture shall offer high-quality pizza along with additional Italian food items such as pasta in wider taste forms followed by burgers along with a various range of beverages to an emerged community, currently having great demand for such food items. At the start-up, the restaurant shall open for dinner amidst 4 pm and 10 pm on Sunday to Thursday as well as 3 pm to 11 pm on Friday to Saturday considering pandemic restrictions (Madeira et al. 2021).

The restaurant shall consider opening earlier and offering lunch to office professionals and families considering the demand and if the financial analysis and forecasts could justify the enhanced costs. The menu shall involve sizes of pizzas with a diverse combination of toppings. Predefined and high-margin pizzas shall be effectively highlighted over the menu. Furthermore, a bigger combination of breadsticks with beer, pizzas, and soda shall be involved in initial menu services. The strategic service of the restaurant shall be based on the delivery of a strong consumer value proposition within a niche marketplace. Since being a part of the community, a coupon shall also be applicable to the customers for providing them with attractive services followed by takeaways and home deliveries. Intermittent newspaper advertisement shall continue during the year for effective servicing of upcoming events.

The majority of initiatives shall stress the local papers since the target of the papers is particularly the residents. Extra marketing efforts shall come within the form of on-box coupons for future purchases. Comfortable lounge facilities for teenagers, families, and professional corners for office personnel shall help in offering a personalized service experience to the customers. Furthermore, family-centered events shall be hosted by “Italiano foodies point” for attracting customers like birthday parties, trivia nights as well as prize giveaways. Frequent buyer cards shall be employed for enticing repeat customers. “Italiano foodies point” shall also sponsor local community events for ensuring the effective promotion of its business and develop service quality with an image.

Future plans of functioning in integration with the adjacent video store for offering bundle savings if both pizza also video rentals are procured shall be pursued in the subsequent year of operations. The restaurant shall only utilize the freshest seasonal items, with menus subject to change. “Italiano foodies point” could often address the

most allergies-related or healthy dietary needs with advance notice. The business could not offer any designated parking facility due to shortage of space, however, distant parking facilities could be offered. The restaurant shall accept children over the age of 6 years during lunchtime over 12 years of age for dinner considering the restrictions posed by the pandemic. Pre reservation facilities shall be offered via online channels or by cards, however, the restaurants could not accommodate pets for service. Future plans shall be made for updating the menus as per children's requirements.

The restaurant consumer experiences remain more than mere happenings at the table. Restaurants bringing whole experience in the integrated CRM system develop a brimming base of loyal, engaged, and informed customers that could not wait to return (Radonjic-Simic and Pfisterer 2019). Any customer making a purchase at the business has a 60% possibility of being a repeat customer. Therefore, there would be installed a CRM restaurant system, which shall house all pertinent details associated with making the experience an end-to-end happening for the customers. The restaurant could make use of the CRM for portraying all that their customers love on the table, within their inboxes, and wherever else for inspiring loyalty and building a richer collection of avid and engaged customers. It shall help in developing a niche in the market thereby enjoy a wider base of customers for the long term.

7. Products

In a time of business planning, products or service related discussion is more crucial than any other as it will perform the fourth most to get benefits to the particular business. The hotel organization, "Italiano foodies point" has predetermined its financial aims along with the expense. On basis of them both, the service and the products may explore. British people have enough craze for Italian taste and mostly prefer different types of pizza and pasta which may even remark as the primary motto of the present organization (Widyasthana et al. 2021). Initially, the organization will employ such experienced Italian chefs and associates to meet the customers' cravings and to reach the huge customers easily. The organization will have typical Italian standards foods made of authentic Italian herbs and spices that can easily make up customers minds such as:

1. "Caprese Salad with Pesto Sauce"
2. "Panzanella",
3. "Bruschetta"
4. "Focaccia Bread"
5. "Pasta Carbonara"
6. "Margherita Pizza"
7. "Mushroom Risotto"
8. "Pasta Con Pomodoro E Basilico"
9. "Tiramisu – The 'pick-me –up' cake"
10. "Lasagna"
11. "Pistachio Panna Cotta"
12. "Panettone"

The dishes are mostly made of bread, pasta and veggies that are tasty and healthy. Moreover, the organizer has put starter, main course and dessert to attract all types of customers. Nevertheless, from the fixed menu it may have the inclusion of chef signing menu or special weekly combo offers with beverages (Tripathi et al. 2019). All of the dishes will be approved by the food safety to ensure customers health maintaining restaurants hygiene. Furthermore, there will be customized dishes for the customers where they can have vegetables, bacon or mushrooms even the quantity of cheeses. The menu that the restaurant set to be plated has done market research and evaluating historical data to get their customer the best and unique food buds. Beforehand, the organization may adhere to the entrepreneur strategy to enhance competitive advantage and to expand their organization adjacently.

8. Marketing Analysis and Trends

Restaurant industry proceeds were estimated to fall in the UK by approximately 33% in the year 2020 concerning the pandemic risks; however, the outlook suggested an

entire recovery by the year 2024. In 2018, there have been around 88,848 businesses functioning within the restaurant along with the mobile food service industry across the UK. The eating-out and restaurant market within the UK have endured an era of growth, demonstrating within the emerging no. of businesses operating within the sector. The UK restaurant sector is worth over 40 billion pounds where customers continue engaging in UK high streets dominated by chain restaurants. Branded Italian pizza along with pasta market within the UK that involves brands with over 2 outlets is valued at around £2bn as per the MCA Insight. It is estimated to develop by around 3.8% yearly in a period of 2017 and 2020, slowing from the 5.9% growth rate in 2017 (Italianfood 2021). Pizza and Italian restaurants are amongst the most trending restaurant forms within the UK. There is vivid segregation within the pizza restaurant industry amidst pizza delivery and serviced Italian restaurants. The pizza delivery industry has been worth £2.1 billion within the UK thereby is a key segment of food –delivery sector (Lock 2021a).

Marketing Segmentation

Marketing segmentation is the key part of the marketing strategies for companies within the restaurant sector (Daries Ramón et al. 2018). For the most part, the restaurant industry is segmented considering the speed of service along with the amount of service provided to the consumer. The 4 key segments within the restaurant sector indulge in quick service, full service, the retail host also eating and drinking places. In consideration of the discussion, for the latest start-up restaurant business venture, market segmentation shall be done on a demographic, geographic as well as behavioral basis. Effective segmentation of the wider market shall be useful in targeting the most profitable market for business growth.

Target marketing

As observed, Oxford endures the greatest pizza consumption within the UK with over 49% of people eating a minimum of one pizza in a week, followed by Liverpool having 29% consumption, Glasgow with 31%, and London with 32% consumption. Furthermore, it has also been observed that 16% of around 18-24 years old consume pizza at least once weekly as compared to a mere 4% of 54 and over (Lock 2021). In affirmation to the discussion, it has been planned that geographically the restaurant business shall be established in the Oxford city of the UK thereby

demographically customers shall be targeted at the age of 16 to 65 for attracting a wider and profitable base of customers. Furthermore, customers belonging to middle and high-income backgrounds shall be focused on which working professionals and adults requiring healthy food, teenagers requiring tasty shall be stressed.

Market Positioning

The fusion of health with taste offered in the form of pizzas and other Italian items shall help in attracting a large base of customers and promising them quality with customer value proposition (Daries Ramón et al. 2018). Personalized experience with proper safety arrangements shall help in influencing customers' behavior and ensuring successful positioning in the market. The restaurant with a key focus on delicious and healthy pizza shall be in a comfortable familiar place in the UK, which possesses a strong requirement for additional dining options. Bolstered by the requirement of more choices within family-centric dining experiences, collaborated with the option for home delivery, the restaurant shall be positioned for taking advantage of the market requirements thereby the targeted market as well as families in the UK.

Marketing mix tactics

A marketing mix indulges numerous areas of stress as part of a wide marketing plan. Effective marketing is used to touch on a wider range of areas in opposition to the fixation of one message (Chou et al. 2020). The marketing professionals are strongly able to sustain emphasis upon the things, which actually matter. Stressing towards a marketing mix is supportive of the proposed restaurant venture in making strategic decisions during the launch of the latest services or revision of the existing products and services.

Product

Considering the restrictions posed due to the pandemic, the restaurant business shall focus on offering effective services online like home delivery, online payments, online reservations, and others (Chen et al. 2021). 24*7 customer service via integrated CRM system shall help in offering a seamless customer experience. In addition, the organization is stressed towards making key developments in the range of food items for the children segment. As per the emerging demands of Italian food

amongst kids, it would be profitable for the business to design food and services accordingly for gaining a competitive edge in the marketplace.



Figure 1: Marketing mix

(Source: Hidayat et al. 2019)

Price

It is one of the most key marketing factors that affect business competitiveness. The proposed restaurant business has planned for adopting a competitive pricing strategy under which price penetration strategy's adherence would help the business to initially attract the customers via discounted rates of services thereby enhancing by prices gradually after observing growth in demand base of customers. It would help the venture to ensure a consistent rise in sales and profitability as well as growth in the base of customers (Hidayat et al. 2019).

Place

The restaurant shall focus on establishing a business on both offline and online platforms. The online website development shall help the business in booking orders, reservations and offering home-deliveries with payments services (Chou et al. 2020). Furthermore, offline dining services in the restaurant followed by proper

sanitization, restricted mask entry, and services by employees in masks and other safety precautions shall help the business to ensure convenience in services.

Promotion

In order to ensure a greater market reach, it is important for the restaurant business to develop a social media presence. At present, Facebook, and Instagram being widely and frequently used by the populace, development of social pages followed by regular business, upcoming products, offers posts shall help in being integrated to customers, attract them and develop sales as well (Grizane and Jurgelane 2017). Furthermore, considering the pandemic restrictions, more encouragement of online orders by offering attractive discounts could help in ensuring corporate sustainability. The idea of business using free beer offers shall also help the company to develop profitability and a customer's base.

People

Employees are regarded as the key people of every business. The start-up restaurant business shall be focused upon offering refreshments training to its employees including the managers to develop their motivation for enhancing skills as per changing market trends and requirements (Pantano et al. 2019). It would help in developing flexibility in business for attaining a first-mover advantage. Moreover, to ensure sustainable development in the business, management of employee behavior is important. Therefore, the restaurant business is planned to enhance employee morale via attractive rewards. It is also supportive in driving long-term employee retention for productivity maximization in the business.

Process

The proposed restaurant business shall be stressed towards R&D growth and CRM updates. R&D growth shall help the business to assess gaps in business practices and accordingly improve to ensure ultimate service excellence. Furthermore, regular updates of CRM software shall help in the smooth evaluation of customer trends, preference to design services accordingly, and influence their behavior to strengthen business relations with customers (Turchyn 2020).

Physical evidence

The physical evidence of restaurant business shall be reflected by the official website and leaflets, pamphlets, brochures posted to attract the customers and strengthen business presence (Anjani et al. 2018). To ensure ultimate service excellence, the proposed business has planned for updates of the official website page at regular intervals.

9. SWOT analysis

SWOT analysis underpins the internal factors of an organization that evaluate its future development widely. “Italiano foodies point” is being a start-up fast food joint requires an evolution of its internal factors to have financial and territory development as follows;

Strength	Weakness
- Expert chefs and associates - Cheaper price than others - Unique service style - Customised dishes and ambience - Technological advancement - Territory industry - Trading position	- Start-up business - Limited funds - Financial protections - Transports congestion - Traditional food - Customers availability due to Covid
Opportunities	Threats
- Financial security - Plenty FDI - Business target and operation strategies - Inbound to Europe - Customers demand - Highest equity	- Emerging competitors - Covid situations - Political uncertainty and regulatory carnages - Negative reviews - New business entries

Strength

Firstly, the expert chefs and their unique servicing style can be proving to be major organizational strengths to attract their customers and investors. Apart from this, the food prices are cheaper than its competitive restaurant (WOJCIECHOWSKA 2021).

Even more, the food joint allows having customised dishes as per customer's choice with traditional historical ambience. The organization has decorated their food court to attract young customers mostly. In food processing and servicing style, the organization may have involvement of different advanced technology to retrain their competitors. Apart from this, UK stands as one of the leading countries that may trigger business strengths of the small food joint. The strength that has been recognised from the organizational operations may measure as wider to achieve the entrepreneur objects.

Weakness

The primary weakness that may distinguish primarily, "Italiano foodies point" the organization is a start-up business of the UK where already multinational and multi-cuisine restaurants are existing in customers' minds. Hence, the strategies that the organization is going to be overviewed have already been revised by different standard organizations that may have an impact on business developments (Nguyen 2018). The organization has investors' rather limited funds as in the UK there have numerous food joints, bars, pubs, beer gardens and similar business organizations that may prove to have declined in the sale. Along with the limited funds, financial protection affects organizational revenue and growth. On the other hand, the traffic congestion or transportation may cause customers availability and even for Covid situation, less transportation service can hamper customer's visits. Furthermore, the organization is offering traditional Italian dishes that are already available in different competitive organizations.

Opportunities

Opportunities are the common factors in entrepreneurship that trigger organizational development and growth up for a while. Most precisely, organizational objectives consider as existing opportunities that associates with different factors, have been highlighted. UK is a business hub from where the organization may easily get the facilities of FDI with their magnificent service and products quality to the customers (KUMAR and GOVINDARAJO 2017). From the financial point of view, the financial security is enough higher in the UK even the high financial equity is an organizational opportunity to have growth in the domestic market easily. In addition, the Europe inbound can have an upshot on the customers demand. Regardless, the small food

joint intends to incorporate unique business strategists to increase organizational growth as per their aims.

Threats

Threats are another internal factor that working juxtaposed to the strengths and opportunities. Competitors are the major threats factors for any organization that impact particular sales. Likewise, Italiano foodies point” has different competitors that are providing Italian foods to their customers such as; Palatino, Luca, (Clerkenwell), The River Café (Hammersmith) and others that successfully running their market. Additionally, the political uncertainty identifies as their threats factor for their organization that occurs certain changes in regulatory hazards (Serova Vorobyev and Fainstein 2019). Even more, the negative reviews of different customers imperially impact the organizational upcoming development.



Figure 2: SWOT analysis

(Source: Serova Vorobyev and Fainstein 2019)

10. PESTEL ANALYSES

Factors	Objectives	Rates per

		factors
Political (P)	* Stable government * Administrative system * Associates and Allies * Brexit	3/5
Economical (E)	* GDP trends * Diverse economy * FDI benefits * Taxation rate * Inflation rate * Unemployment rate	4/5
Social (S)	* Population * Health care system * Education advancement * Individual income levels	4/5
Technological (T)	* Technological development * Entrepreneur gadgets * Increasing rate of AI use * Tech institutions	3.5/5
Environmental (E)	* Eco system development * Pollution control * Process of recycling * Pollutions	3/5
Legal (L)	* Employment act * Trade acts	4/5

Political factors

The political factors that influence the overall political environment, as well as business capacity in the UK, are different and viable. Currently, the UK government is in a stable position that even influences the growth of any organization. The stability of the government stands for the government successfully maintaining as well as controlling corruptions and other associated policies. Moreover, from the administrative point of the government, the nation is acquainted as the most powerful among the first rank countries as the parliamentary democracy is emerging with the constitutional monarchy (Raharja Damiri and Chan 2019). Apart from this, the country successfully carrying the cultural, political, economical, scientific and military values due to Allies and associates. On the other hand, the issue of Brexit (British from the European Union) or the Brexit Movement creates such typical uncertain situations that affecting employment opportunities along with financial prosperity. The above-mentioned factor may consider as enough boosting for the present organization.

Economical factors

The estimated nominal UK GDP by 2019 was 2.744 trillion as per US dollar that puts 6th position in global economy standards. Moreover, the evaluation as per the capita on basis of the GDP is 41030 US dollars that stands 20th highest that encouraging business development out of the territory. The diverse economy principal of the UK is blooming for the business organization that adds values in customers' lives addressing the market demands. In addition, due to such high GDP growth, the country has huge opportunities for FDI that the food joints organization may incorporate. Besides, the inflation rate by 2019 is 1.94% that has slightly increased from 2017 which may not have such an impact on employee development (Matovic 2020). The unemployment rate has roundabout 3.8% that has been measured to be fallen approximately 0.2% that is also affecting employees and employers. Hence, the factors may have a wider effect on the present organization.

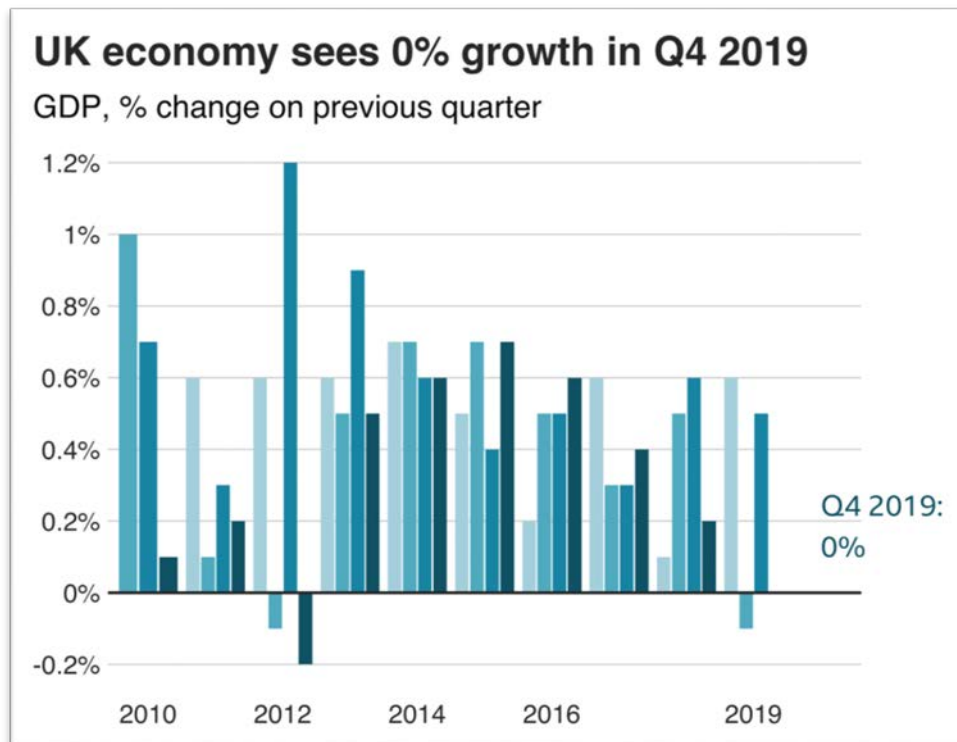


Figure 3: UK economy growth

(Source: Matovic 2020)

Social factors

The population of the country has been estimated and is supposed to reach up to 74 Million by the end of 2039 that causes an overcrowding situation. The mortality rate may participate in increasing labour market conditions and health care system that subsequently affects industrial growth too. Even in the consumers' market, it may have positive effects along with the health care development. The nation is successfully developing and advancing its medical research to get advancement and curing serious diseases and injuries (Seyitoğlu and Ivanov 2020). Hence, the UK government is modifying the standard of education that affects on labour market too. On basis of the unemployment rate and inflation rate, the income, as well as the individual high income, is increasing to effects the overall social and cultural image of the UK.

Technological factors

The tech institutes of the nation have put efforts on technological development on organizational vigour. The numbers of tech institutes are enlarging by times that

boost the organizational and other operations. Apart from this, the AI usages are increasing on the date to advancing the operations even modifying their gadgets for further use. Moreover, the most highlighting part of such technological development is, the British tech institutions seem to succeed over the different international institutions of America, India, Korea and Japan through liable progress (Nguyen 2018). The inventions of such institutions are enhancing the internal development of business gadgets that may flourish the business purpose or customer service capacity of “Italiano foodies point”.

Environmental factors

The business agendas have emerged with the global environmental agenda related to pollution and inventory management. As the present organization is directly linked with the foodservice there have huge chances of inventory that requires to be developed. Moreover, the government is offering the different organizational or business companies for recycling and controlling their pollution through strict pollution or environment act (Giang 2017). Although the government encourage manufacturing varied materials rather have restricted the usages of plastic, and encourage having eco-friendly products and service. During the food takeaway or food delivery, the organization has to take the alternative of plastic for food packaging.

Legal factors

The last analysis factor that includes the external analysis is the Legal factors of the UK that directly noted the taxation policies of the UK. In the above segment, it has aforementioned that the government is strictly administrating the entire nation with constitution and monarch. Hence, the regulations are affable and easy acceptable though assist to flourish any business (Pan Chen and Zhan 2019). The employee and the employer's act is enough engaging for start-up organizations even for the existing industries to make magnificent growth. The government has recently in 2008 has amended the employment act to get more financial support and justified benefits that even deals with wages, benefits and compensation.

The bottom line of the analysis of the external factors is, the food joint company is impacted by the different factors that encouraging the internal operation capability of

the particular organizations. The aforementioned factors are unpinning the necessary functions of the organization to reach their target audience and global market.

11. Operations

Operation in an organization denotes the day to day functions for manufacturing or service development. At present, the evaluation of operation gets more crucial as the entire planning considering the development of a start-up food joint. “Italiano foodies point” is a small food point that offering different traditional and fusion Italian cuisine to their customers based on the food market demands. Initially, the organization has planned to execute, employing, food serving and advertising rather it requires considering and evaluating their daily operations for better executions (Kara 2018). In case to manage the organizational complexity the organization should have a pre-evaluation to get better ideas for business and managing customers tastes. Although the organization is ensuring their customers related to taste and quality relatively it has to take cautions of different associated factors. Even the food joint should adhere to the entrepreneur principal for development such as;

Facilities

The organization has to maintain their service capacity and service area to get a wide customers base. The organization has to be aware of the future needs of the company that will consider the customers demand over their menu (Schwarz Ram and Rohrbeck 2019). Moreover, for better development, the organization has to innovate or modify their servicing capacity with the understanding of its prior experience.

Location

The location that the organization may choose has to be favourable for the customers and suppliers. As the organization is aiming to serve their respective target customers, should have adequate space for the suppliers and labour force (Wajid and Zafar 2021). The small food joint has to adjust its location as per customers and suppliers for inventory management and food delivery due to an

emergency. Moreover, for different services such as health care and other related the organiser has to select their space.

Operation cost

The operation cost defines the assumption of the company and the service that it requires to run its organizational operations. In that segment, the organiser has to plan their expense for light or electric, water and the other processing raw materials. Apart from this, the employer expense may include in the section of operation cost (Roy and Chowdhury 2021). Most strikingly, the organization has to plan their capital for further expenses considering their consumptions. The food joint may have to spend their fund on the internet or network managing and other associated expense related to the general upkeep. During the time of management and expense, the organization have to satisfy their customers carving with adequate services.

Manufacturing capacity

The manufacturing for the present case scenario stands for the food processing as the organization dealing with the food; it has to beware of hygiene and quality for customer health maintenance. The raw materials and inventory management require most of the organizational space and capacity. The organization should have enough space to get customers for relaxation and storing their materials.

Process cost

In the operational cost, the cost of the process has to include as it requires performing through the organization widely. In that part, the functions that include are assembly management of customers and employees, test inspection for food and inventory control (Mansoori and Lackeus 2019). Before starting the service the organization has to inspect their food quality for government assurance to attract customers.

Suppliers and distribution channels

The company have to set different distribution channel and suppliers linkage to promote their service and products. As per the objectives, the organization is providing authentic and unique dishes to their customers that need to be promoted in the liable channel (Roy and Chowdhury 2021). Apart from this, outsource requires

certain expenses from organizational funds that should be managed expertly on daily basis.

Labour management

Employees are the backbone of any organization that encourages organizational growth and development through skill and expertise. The organization has to employ skilled and professional employees initially for offering their customers quality and satisfactory service (DuHadway and Dreyfus 2017). Even more, to get effect on their service process, the organiser has to employ differently talented chefs and associates.

Quality control

Being a food firm the company have to show interest mostly in their quality management where it has to incorporate different legal adherence too. The employer has to employ the taste and quality check to follow up raw materials usage and hygiene during the process to assure customers health and organizational loyalty (Gonzalez 2017). The process of quality control should consider as a daily and continuous process for a better outcome.

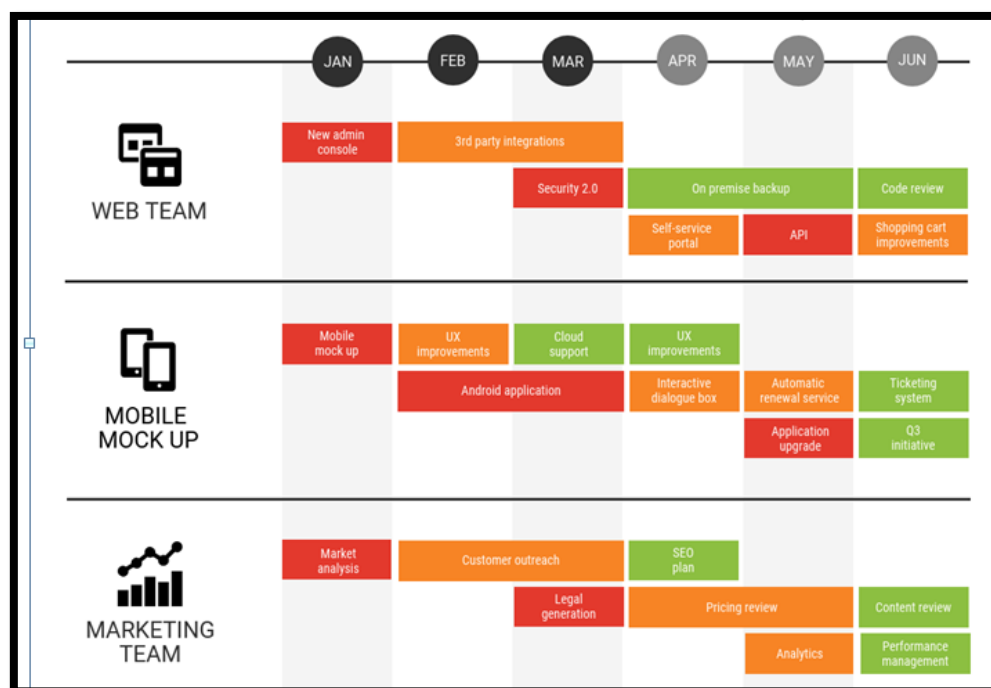


Figure 4: Products road map

(Source: Gonzalez 2017)

Customer feedback and contingency improvement

Initially, the food joint may have positive and negative feedback both should be deal with positively by the company. The employer has to track their customers' feedback for continuous development in accordance to get better results in revenue (Fernandes Reis and Serio 2017). Hence, customers communication should be followed widely and maintain traditional food processing techniques. Apart from this, it has to address customer's demand that is positive and liable.

12. Technology plan

In the modern era, the organization should maintain different technological services or AI usage in varied functions as well as internal functions of the organizations. In day to day operations, the organiser can maintain varied functions in the organization easily and effortlessly;

- * Manufacturing and processing products
- * Ease of use
- * Online Payment
- * Cost maintenance
- * Security
- * Upgrading and advancement of service
- * Integration

The organization through infusing information technology or artificial intelligence in the organizational function scenario, the particular may maintain multidimensional operations or functions easily. Moreover, the application in the organization may help the employee or the employer to cuts off their time for management or executing different operations well handily. On the other hand, the cost of implementing different technologies and systems may affect the overall expense of the organization widely (Susananto et al. 2021). However, it may help the organization to

cut off the costs of employees or staff replacing them with technologies. The organization, “Italiano foodies point” may anticipate the technological system for security and maintaining the time and efforts. The organization has to incorporate different advanced techniques for online payments for customer’s real time tracking for further management of the products. The organization hence has to develop and create their own website for planning their products and service in order to reach their products.

Nevertheless, with the development of the market and times, the system can upgrade its internal function by itself for organizational and service betterment. Even in a part of the communication along with the customers or the shareholders may easily maintain through artificial intelligence. The company can maintain its huge database whether financial, clients or employees can be easily maintained (Sporsem et al. 2021). The service integration can be done as well as manipulated with the same. The concluding statement of that part is the organization can make their service more efficient through addressing different complex functions easily. The organization may implement big data and blockchain for such operational activity along with different communication systems. Innovation that is the only way of the organizational growth or development can be possible through the similar stated technology or adoptions of technological strategist.

13. Management and Organization

The management and organization of the start-up business are based on a brief explanation of the business structure and the team. The structure of the organization includes the flow of communication and designing of the different job positioning. The organizational structure develops the effective decision-making process (Blackwell, 2017). In the case of the new start-up business, the Italiano foodies point will be introducing a divisional structure which will be including the CEO at the top of the head of the company. The management and organization of the new restaurant have been explained a following:

Management Team: The management of the company include heads of different departments such as marketing, operations, human resource, and kitchen, administrative and financial department. The heads will the reporting to the CEO of

the restaurant. There will be 4 people recruited under each of the departments reporting to the specific managerial head of the new business entity. The restaurant will be including 10 ground employees, who will be engaged to serve the ordered foods to the customers. In addition, there will be 5 kitchen staff and one head chef looking after the preparation of the foods ordered by the customers within the restaurant, online orders and takeaways (Achtenhagen et al. 2017). With the engagement of the five boards of directors, departmental executives, CEO, departmental employee, ground-level employee kitchen head, and staff, there will be around 40 employees working within the Italiano foodies point.

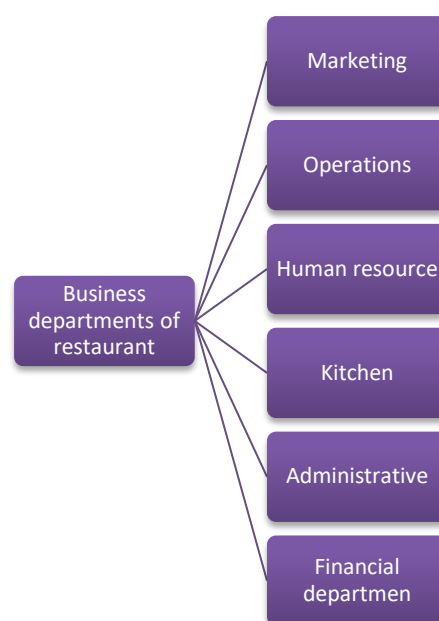


Figure 5: Business departments of restaurant

(Source: Achtenhagen et al. 2017)

Working experiences and recruitment:

The new business entity has limited funds for making investments in the business. For reducing the pressure of the initial investment for the start-up company the owner of the company will be approaching the third-party human resource service providers in the market (Lepkowska-White 2017). The approach to the private recruitment agencies will be helping the restaurant to find out and recruited the right skilled, talented, and experienced employees for the new business. The company will be including five board members along with the chief executive officer for

increasing the effective planning and decision making for the restaurant. Each of the five boards of directors will have a higher share of the equity of the restaurant (Jogarathnam 2017). The new start-up business will be recruiting individuals who are experienced in the specific restaurant fields and headed managerial positions in different restaurants or related businesses.

The executives who will be recruited for the head position of the company must have a minimum working experience of ten years. Thus, managerial heads will be effectively handle and taking accurate responsibility for departmental, administrative and operational activities of the business. The chefs, waiters, receptionists, cashiers, and other ground-level employees of the restaurant will be skilled and talented employees, who have degrees in hospitality management (Zhang 2019). The entire kitchen staff member will be recruited based on their skills, knowledge, and working history in the hospitality or restaurant sectors of the United Kingdom. The company will be recruiting one head chef for the restaurant who will be experienced with talented skills to prepare highly hygiene and healthy food products.

Duties and responsibilities:

The board of directors and chief executive officer of the Italiano foodies point will be heading the higher position of the company. The individuals will be responsible for developing strategies, decision making, development of corporate policies, and preparation of legal compliances for the business (Zhang 2019). The chief executive officer of the restaurant will be creating specific goals and objectives for the restaurant, which will be headed by the different departmental heads. The departmental heads of the financial, human resource, operational administrative and marketing departments will be focused on handling the working performance and productivity of their respective team members (Budzianowski 2017). Each of the staff members recruited under the different departments will be involved with their specific tasks and working for meeting the objectives of the business.

The kitchen head and kitchen staff of the restaurant will be playing an important role in the new business. The ground-level staff members will be focused on customer service. Participative leadership will be applied by the leader of the organization for increasing better direction, guidance, training, and performance of the staff, members of the new business. The individual at the ground level will be taking orders, greeting visiting customers, entertaining, and providing the expected quality

of foods to the customers (Lepkowska-White 2017). Due to the pandemic situation, the ground-level staff members will be engaged for home delivery for the ordered foods by the customer. The ground-level staff members will be responsible for handling the takeaway counters by providing proper assistance and information about the food menu of the restaurants (Jogarathnam 2017). The ground-level staff members will be delivering the ordered food to the customers within the specified amount of time.

Resources available to the business

The new business organization requires different types of resources that are used for the initiation of the restaurant in the market. The financial resources are the first source of availability for the business that includes the estimated investment required for the business. The resource includes a source of financing the start-up business. In the case of the Italiano foodies point, the owner of the entity will be selecting loans and advances as the prime source of financial resource for the business (Benoit et al. 2017). The company will also be including market investors or angel investors as the source of raising funds for investing and starting the new restaurant. Human resource is another aspect of the new business.

The availability of skilled, experienced, and right employee placed in the right position increase the possibility of productivity and performance for the business. The owner of the Italiano foodies point will be recruiting skilled, experienced, and trained employees for the new business. The company will be providing on-the-job training to the individual for better application of their skills and to provide expected outcomes for the restaurant (Akhtar and Liu 2018). The market resources include information and knowledge about the market, competition, scope of development, customer need, market issues, and possible unique selling points.

The better learning of the market increases the scope of the new business to put the right form of product in front of the targeted audience. The physical resources include the premises, machinery, furniture and fixtures, and other assets of the business. The physical resources are utilized for the processing of the business activities to meet its goals and objectives (Budzianowski 2017). The Italiano foodies point will be opening a new restaurant, which will be including dining space, takeaway counters, kitchen space, and official space. The company will be investing

in Italian decorations, interiors and furniture, and fixtures for increasing the attraction of the people. However, due to the rising pedantic situation, there have been restrictions in the movement of the people. Thus, the company will be introducing online delivery for the customers.

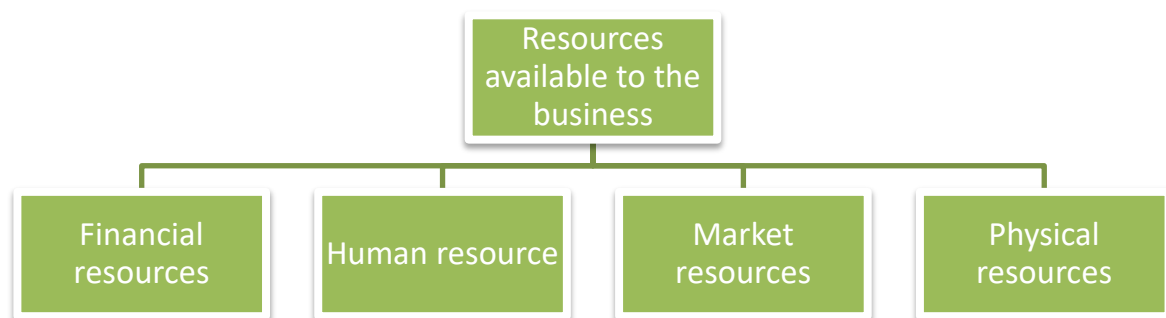


Figure 6: Resources available to the business

(Source: Budzianowski 2017)

14. Social Responsibility and Sustainability

The social responsibilities and sustainability are stated as a managerial comprehensive approach that has been developed for incurring long-term performance for the company. The sustainability and social responsibility of the business are focus on developing economical, social, and environmental value for the company (Wymer and Rundle-Thiele 2017). The approach of sustainability is in response to the additional contribution of the business towards the society, community, and environment for increasing the moral and ethical value of the organization in the market. The new business entities have limited resources and investment options to engage in these approaches (De Stefano et al. 2018). However, it has become important for the new start-up business for showing

sustainable and social contributions to meet the environmentally friendly concern of the customer in the marketplace.

People: The people represent the internal and external stakeholders of the business, who are directly and indirectly related to the organization. Any form of activities or decisions of the business affects these stakeholders. The new restaurant Italiano foodies point will be providing additional benefits with the pay scale to its employees such as medical claims, insurances, and the option of bonuses (Andrecka 2017). The company set a mutual deal with the supplies to provide an expected profit margin for them in return for availing the raw materials and resources. The company will be trying to invest in charitable trusts and community engagements for any form of the social issue (Wymer and Rundle-Thiele 2017). This certainly increases supportive contribution towards the society. In a pandemic situation, the company will be associated with the community groups to avail foods for the needful people.

Planet: The business entities try different innovative ideas in the production function for increasing standards of the proposed products and services. The wastage generated from the production of the goods is not properly managed and disposed (Wymer and Rundle-Thiele 2017). This harms the environmental resources and wellbeing. The production department of the new restaurant takes care of wastage, pollutants, and other activities, which might be harmful to the environment (Lepkowska-White 2017). The new restaurant will be introducing a quality management system for reducing the rate of wastage and ingredients, which might be harmful to the environment.



Figure 7: Social Responsibility and Sustainability

(Source: De Stefano et al. 2018)

Profit: The business organization's financial positioning and economical sustainability have relied on the constant sales and performance of the proposed products. The increasing performance and consistent level of satisfaction of the targeted audiences increase the probability of better positioning of the business (Andrecka 2017). These elements increase the economic stability and sustainability of the entity. The new business entity Italiano foodies point will also be focused on increasing the standard, hygiene, healthy ingredient, and environmental friendly product and service for the customers (Halim and Halim 2019). With the changing need, the company will be applying changes in the quality and options of food menus to keep the customers satisfied and engaged with the company.

15. Development, Milestone, and Exit plan

The development of milestones of the new business includes short-term goals or activities that help to achieve the long-term goals of the new business. The planning of developmental milestones increases the systematic approach of starting the business successfully in the market (Yeniyurt et al. 2018). According to the short-term milestones, one of the major milestones of the Italiano foodie's point will be to seek investors within the market. The restaurant owners will be approaching OakNorth Bank for the business loan of £100000 from the company. The OakNorth Bank has been selected for approaching for the loans and advances because the interest rates

and payment facilities of the bank are better in comparison to the other privatized banks operating in the market.

The company will be also approaching Zopa for finding some interested and reliable investors from the market for investing in this new business idea. The next milestone of the company will be creating awareness about the product and services for increasing the attention of a customer in the market (Hegde et al. 2017). The company will be investing in the social media campaign and search engine optimization for marketing the proposed food products of the Italiano foodies point. About the medium-term milestones of the company, the designing and development of the official website of the company will be made with attractive content (Achtenhagen, et al. 2017). In addition, the milestone of the company is to generate 5-6% of the revenue from the market in respect of the cost of production of the pizza products.

The restaurant will be focused on increasing the sales of the company by 2-3% in the next two years for increasing its market share and customer base. The development of the suppliers networking by the restaurant will be another milestone. The owner of the company will be trying to develop the local suppliers networking for increasing the demand and supply of the food products proposed by the Italiano foodies point. Long-term milestones of the company will be to increase the number of restaurants in the London borough for generating revenue from the market. The increasing number of restaurants helps the new business to develop its market share within the restaurant sector of the United Kingdom (Blackwell 2017). For the development of the new restaurant in the UK marketplace, the company will be focused on understanding the changing need and requirements of the customers.

In the situation of the pandemic, there has been increased requirement of hygiene and healthy food products. The customers are looking for better quality based products to keep their immune system and health fit to reduce the impact of this pandemic virus. Based on this market information, the new business entity will be proposing highly standard hygiene and favourable food item for the customers (Benoit et al. 2017). For making instant development, the company will be including Italian interior within the restaurant for making it more attractive for the visitors of the

Italiano foodies point. The development of layout and designing of the restaurant will be helping to increase the intention of the customer to visit and enjoy reliable meals.

The home delivery system will be organized for the better and fast delivery of the ordered foods for the customers. The exit plan is the business strategy, where the company sells its ownership to specific investors when it is unable to create any profit. The application of the exit strategy helps the owner of the business to reduce the rate of liquidation of their stake while the company is creating losses (Chirico et al. 2020). There are different exit strategies for the business such as a merger with another firm, acquisition by any other business, initial public offering of the company, and liquidation. For Italiano foodies point, the management of the company will be including the acquisition strategic application of the exit plan (Hawkey 2017). The application of the acquisition strategy helps the restaurant to balance and save its ongoing losses and operate the business as a subsidiary of its parent company.



Figure 8: Business exit strategy

(Source: Hawkey 2017)

16. Financial Data

Profit and Loss Account:

The profit and loss statement of the new business entity measures the income generated by the firm after covering all the operational production and administrative

expenses of the business. The profit and loss accounting delivers information over the revenue gross profit, net profit, and business expenses (Sutopo et al. 2018). The new business entities try to reduce the pressure of the cost of production and business expenditures by controlling the direct and indirect costs (Akhtar and Liu 2018). *Concerning the appendix*, the income statement of the Italiano foodies point shows a strong financial viability for the first two years of the business. This is expected that the revenue of Italiano foodies point is expected to make rise by 7% in the first two years. The net profit of the new restaurant is expected to value £20091 in the year 2021, which is expected to increase to £24892 by the end of the year 2022.

Start-Up Cost:

Most of the elements involved in the startup costs include the assets, which are utilized for production, sales distribution, and generating income from the market. According to the financial data *refer to the appendix*; the total start-up cost of the new restaurant has been estimated at £100000. The board of directors and owner of the business will have to generate funds from the market for investing in the different start-up costs of the new restaurant (Sutopo et al. 2018). The startup cost for the facilities includes land purchase, rents, and deposits, which has valued 40% of the total initial investment of the new company (Morales Díaz and Zamora Ramírez 2018). This state most of the investment will be used for developing the premise, decoration, furniture and fixtures, developing mobile application or software, website designing and another layout of the restaurant.

Cash Flow Statement

The cash flow statement of the new business presents the flow of the cash and determines the net cash availability of the business. *Concerning the financial data in the appendix*, net cash at the end of the year 2021 has been valued at £24012. The net cash available at the end of the year defines that the owner of the Italiano foodies point has been able to develop a balance between the cash inflow and cash outflow from the investing, operational and financial activities of the business (Fenyves et al. 2018). The cash flow statement stated that there is an expected increase in the cash receipt than the cash payment, which develops a suitable cash balance for the restaurant.

Balance Sheet:

The start-up cost is the asset and liabilities which is introduced by the new business entity for operational, administrative, and marketing activities of the business. The new business organization takes care of the aspect of the assets and liabilities while starting the business to reduce the risk of debts (Sutopo et al. 2018). *As per the appendix*, the financial data explains that the net asset of the company is higher in comparison to the net liabilities of the entity. Thus, there is a reliable balance created by the owner of the restaurant while operating the business for the first two financial years. The valuable assets of the new restaurant's Italiano foodies point will be balanced by £29400 in the year 2021 with the total liabilities of the business. This might increase by £31800 by the end of the year 2022

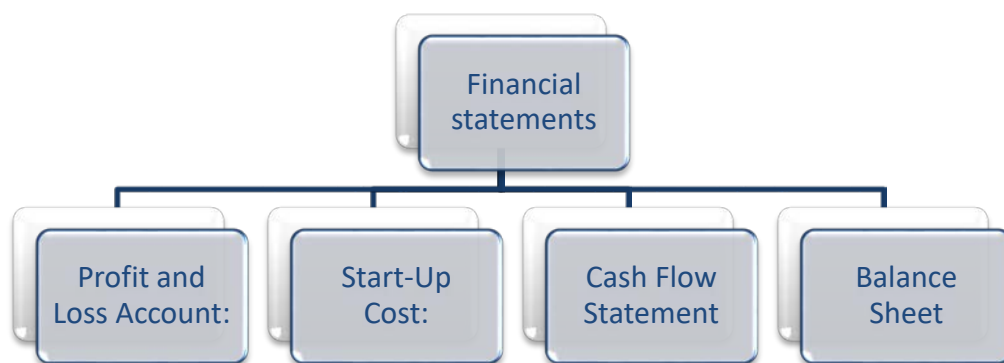


Figure 9: Financial statements

(Source: Prodanova et al. 2019)

17. Conclusion

In the pandemic situation, there has been a rise in demand for healthy and hygienic foods including pizza in the United Kingdom. With consideration of rising demands, the new business idea is introduced to open a restaurant providing hygienic and high-quality foods in the UK market. The restaurant is supposed to meet the demand for pizzas and related foods within the market. The business planning is utilized for

introducing a detailed analysis of the key activities considered by the owner of the new restaurant for making the successful launch of Italiano foodies point.

The aim and objective of the new business entity are to meet the demand for standard and hygienic foods within the market through a set of quality and standard Italian foods and pizzas. As per the business planning, the new restaurant would be presenting the cheapest cost of food products in comparison to other restaurants within the area, although due to the pandemic there is the possibility of low demand for the food product. The new business Italiano foodies point would be introducing divisional structure with participative leadership to increase the efficiency of performance of the employees. The new company might be able to develop a stable financial position within the market due to rising demand for takeaways and online food delivery system in the market.

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Appendix

1. Start-Up cost

Particulates	Amount in
Facilities	
Land purchase	20000
Building purchase	10000
Initial rent	2000
Deposits (security, utilities, etc.)	5000
Improvements/remodeling	2000
Other	500
Other	500
Equipment	
Furniture	5000
Production machines/equipment	8000
Computers/software	6000
Cash registers	1000
Telephone/telecommunications	2000
Vehicles	10000
Other	800
Other	600
Materials/supplies	
Office supplies	1500
Stationery—business cards	1000
Brochures/pamphlets, other descriptive	1200
material	1900
Other	1000
Other	500
Fees and other costs	
Licenses/permits	2000
Trade or professional	950

memberships	
Attorneys	400
Accountants	650
Insurance	3000
Marketing/management consultants	6000
Design/technical consultants	3000
Advertising/promotional activities	3000
Other	500
Total	100000

2. Profit and loss statement

Income	2021	2022
Gross sales	48500	52600
Net sales	65780	69800
(Cost of goods)	30900	32600
Gross profit	83380	89800
Expenses—general and administrative	0	
Salaries and wages	2540	2640
Employee benefits	4800	5000
Payroll taxes	3431	3620
Professional services	7200	7540
Marketing and advertising	7900	7000
Rent	3068	3150
Equipment rental	2000	2166
Maintenance	2650	2760
Depreciation	3330	3520
Insurance	1800	1950
Telecommunications	2550	2640
Utilities	4760	4866
Office supplies	4470	4590
Postage and shipping	6210	6350

Travel	2000	2240
Entertainment	800	850
Interest on loans	980	900
Other	1200	1360
Other	1600	1766
Total expenses	63289	64908
Net income before taxes	20091	24892
Provision for taxes on income	0	
Net profit	20091	24892

3. Cash flow statement

	(Pr e) Sta rt- up	JU L	AU G	SE P	O CT	N OV	DE C	JA N	FE B	M AR	AP R	M AY	JU N	Total
Fiscal year begins:														0
01-07- 2021														0
														0
Cash on Hand (begin ning of month)	80 00	79 00	75 00	76 00	77 00	81 00	82 00	81 00	74 00	75 00	76 00	77 00	75 00	1008 00
Cash Receip ts	12 00	13 60	11 50	15 00	12 00	13 00	11 00	16 00	14 00	15 00	15 00	11 00	12 00	1711 0
Cash	15	16	15	14	16	16	14	15	16	14	16	14	15	1991

Sales	20	60	00	60	00	22	00	32	60	00	00	60	00	4
Collecti ons from CR accoun ts	23 00	22 00	25 00	26 00	22 00	25 00	26 00	26 00	26 00	26 00	25 00	22 00	24 00	3180 0
Loan/o ther cash injectio ns	56 0	55 0	57 0	52 5	53 0	65 0	66 0	68 0	66 0	64 0	68 9	60 0	65 0	7964
Total	55 80	57 70	57 20	60 85	55 30	60 72	57 60	64 12	63 20	61 40	62 89	53 60	57 50	7678 8
Total Cash Availa ble (before cash out)	55 80	57 70	57 20	60 85	55 30	60 72	57 60	64 12	63 20	61 40	62 89	53 60	57 50	7678 8
														0
Cash Positio n (end of month)	24 20	21 30	17 80	15 15	21 70	20 28	24 40	16 88	10 80	13 60	13 11	23 40	17 50	2401 2

4. Balance Sheet statement

Asset Type	2021	2022
Current Assets	20000	23000
Fixed Assets	58000	62000

Other Assets	4000	5000
Current Liabilities	17600	18200
Long-term Liabilities	35000	40000
Owner Equity		
Total Assets	82000	90000
Total Liabilities & Stockholder Equity	52600	58200
Balance	29400	31800