

# MOBILE CATERING BUSINESS



**188 Business Innovation (Provisional) Visa Business Plan**

**Prepared for Mr Name Surname**

December 2014

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## EXECUTIVE SUMMARY

Mr Name Surname has extensive senior business management experience in event management and the hospitality industry in China. As a director and shareholder of Company Ltd based in (City), Mr Surname is in charge of the company's operations and marketing activities. Established in July 2000, Company Ltd is a one-stop-shop events organiser and service provider. The company provides catering services, décor and floral arrangements for a range of functions including celebratory events such as weddings through to corporate functions. With a strategic customer focus on the middle to upper class in (City), the company employs 20 permanent staff with a floating staff roster of up to 400.

In line with this, Mr Surname now wishes to setup a catering business in Melbourne, Australia. With solid experience in this arena, Mr Surname's entrepreneurial flair, know-how and business management skills are the key components to the business's success. Essentially, the proposed business will provide catering services to a wide range of clientele ranging from:

- Mobile Catering;
- Marquee and Outdoor Catering;
- Wedding Catering;
- Family and Social Events;
- Corporate; and
- Fund Raising and Charity Events.

Mr Surname personally researched the viability of a catering business when he visited Melbourne in June 2014. His research revealed a shortage of flexible, low cost, mobile catering services offering an alternative to high cost set venue functions traditionally offered by restaurants and function centres. As an example, a family wishing to have a gathering for around 25 people at their household, but do not wish to undertake the catering challenges for same, can contract Mr Surname's catering business for a fully catered event. This includes a hot/cold buffet spread served with local beer/wine and soft drinks for a total of \$1250 plus GST and a complete clean up after the event. In comparison, the same event at a restaurant will cost in the vicinity of \$2,500 plus GST. Essentially, Mr Surname concluded Melbourne would be the ideal location for the proposed business because of the city's growing demand for quality yet cost effective catering services.

Furthermore, in 2014 Melbourne was ranked as the world's most liveable city by the Economist Intelligence Unit's liveability survey of 140 cities for the fourth year in a row. As one of Australia's most vibrant and

cosmopolitan cities, Melbourne has a significant Chinese community which is likely to provide solid social and community support for Mr Surname and his family.

Along with Mr Surname, the proposed business will initially employ two full-time staff and increase staff numbers accordingly to accommodate the growing needs of the business. Mr Surname will hold 100% shareholding in the proposed business which he will finance through investment of personal funds in excess of AUD\$600,000.

## **PROPOSED BUSINESS – INTRODUCTION**

### **Business Concept**

The business concept is to establish a flexible, cost effective catering business for corporate, wedding, special event, and small gathering social functions, as an alternative to traditional restaurant and function centre hosted events.

### **Mission**

To become a leading mobile catering business in Melbourne offering quality yet cost effectiveness catering services as judged by customers.

### **Keys to Success**

- Establish a solid customer network locally.
- Offer quality yet cost effective catering services.
- Establish solid relationships with local communities including schools, sporting associations, charities, religious groups, business and the wider community;
- Wherever possible, purchase locally made produce and equipment;
- Employ a team of knowledgeable and passionate staff;
- Employ a continuous improvement business performance model that takes into account improvements to business efficiency without compromising quality of service;
- Continuously assess and measure customer satisfaction;
- Being environmentally responsible.

## **Business Owner to Reside in Melbourne & Reasons for Same**

Mr Surname has researched the viability of the catering services industry in Australia and has concluded that people of Melbourne, enjoy on a per capita basis more often, a celebratory lifestyle. As such, they employ services rendered by the hospitality and catering industry for parties, family events including birthdays, sports events, charity functions, weddings and corporate events.

Furthermore, in 2014 Melbourne was ranked as the world's most liveable city by the Economist Intelligence unit's liveable survey of 140 cities for the fourth year in a row. As one of Australia's most vibrant and cosmopolitan cities, Melbourne has a significant Chinese community which is likely to provide solid social and community support for Mr Surname and his family.

As the Managing Director of the proposed business, Mr Surname will provide hands on guidance and leadership for his team. His responsibilities will include establishing the business, proactive business development, networking and establishing a supply network of fresh produce, food ingredients and catering equipment suppliers. In addition, Mr Surname will also be responsible for day-to-day operations as well as recruiting, training and managing staff to meet business goals and objectives.

## **Summary of Benefits to State of Victoria**

The benefits to the State come in a number of stages:

- Initially, capital will be injected into the local economy by way of substantial investment in excess of \$600,000 and local support for legal and accounting services, stamp duties, statutory licence applications as initial revenue for the State, etc.
- Secondly, support of local business suppliers of produce and equipment will help create and contribute to a sustainable business network for the local economy;
- Increased employment in the local catering and hospitality sector;
- Furthermore, support for the local TAFE Colleges by providing paid, casual work experience opportunities for students studying catering and hospitality related courses.

## **SUSTAINABILITY: A MARKET DRIVER**

Sustainability is emerging as a market driver with the potential to grow profits and present opportunities for value creation – a dramatic evolution from its traditional focus on efficiency, costs and supply chain risk.

Growing demand is now seen for more sustainable products or services which are strategically aimed at the widespread general population but are initially promoted through niche markets, growing into the mainstream.

At the heart of this exponential increase is the green retail marketplace of healthy and fresh produce. Sustainable, healthy and fresh produce can be presented in a wide range of cuisine and has successfully captured the interest of the mainstream public who can be set in comfortable consumption patterns with minimum hazard and waste to the environment, ie., on an aggregate basis, consumers knowing their food is healthy and tasty, enjoy and eat their food, leaving less organic waste behind.

Finally, what was once overlooked as a predominately mobile take away catering service for fund raising events is now an integral part of a decorative, celebratory experience where catering needs are met with healthy, fresh cuisine.

## **ENVIRONMENTAL BENEFITS**

The key benefit is energy and management/mitigation of unnecessary waste. Due to economies of scale, the processing of food and beverages on a commercial scale, will be more cost effective than that of a domestic setting. The following factors are noted:

- Primary preparation of food in a modern stainless steel kitchen;
- Kitchen design including spray jet taps and plumbing to minimise use of water;
- Three phase electricity, coupled with solar energy panels allows for more efficient use of energy by commercial grade catering equipment including cooking, processing and storage, and cleaning;
- Healthy catering: more food consumed, and less food not eaten, ie., less food goes to waste as general waste;
- Wherever possible, catering utensils and cutlery are recycled, eg., metal spoons and forks, cups and saucers are returned, efficiently cleaned/washed and reused;
- All waste from event collected and properly disposed of, thereby reducing burden on local landfill site;
- Non-recyclable waste will not be used by the business, eg., no foam cups and other non-recyclable items that end up in landfill; and
- Motor vehicles fitted with LPG or low emission diesel as recommended by the manufacturer.

## PRODUCTS & SERVICES

The proposed business will be able to cater for as few as two people to a full corporate function for 150 guests. Menus will range from buffet to finger food, two or three course meals, and A la carte service or any type of service that will take into account specific dietary needs of the client and its guests. Services fall into two specific categories:

### Supply Pre-ordered Menu Only

Delivery of the pre-ordered menu prepared in accordance with the client's needs. The client then manages the menu serving times and once finished, the business returns to assist with clean up, and collect catering equipment.

### Supply Pre-Ordered Menu and Catering Staff

Delivery of pre-ordered menu and catering staff. Some of the formats are as follows:

<u>Mobile Catering:</u>	Suitable for home or other pre-arranged venue. Small and large events can be catered for this way.
<u>Marquee &amp; Outdoor Catering:</u>	Suitable for the outdoor setting, that gives the client's event that extra touch of class with a marquee.
<u>Family and Other Events:</u>	Catering that takes the hassle out of family occasions including birthdays to anniversaries, christenings and other religious and cultural celebrations.
<u>Sporting and Charitable Events:</u>	Catering to assist the sporting association or charity to raise funds for their operations and community benefit.
<u>Wedding Catering:</u>	Catering for any type of wedding, from silver service to finger food and dips, no wedding too small or too large.
<u>Corporate Catering:</u>	Catering for corporate events at a location nominated by the corporate client.

### Pricing

Pricing will reflect the range of depth of food preparation required and will be tailored specifically for each job. It will range from \$12 per head for finger food through to circa \$200 per head for corporate events.



## **AUSTRALIAN CATERING MARKET ANALYSIS**

The Catering Services industry has gone through a period of strong growth over the past five years, with industry revenue expected to rise by an annualised 3.6% over the five years through 2014-15. A growing trend among businesses to outsource catering functions has driven growth. Outsourcing allows companies to focus on their core operations and leave catering to the experts. Steady increases in demand from airlines, mining companies, government departments and households have also supported industry growth. Revenue is forecast to rise by 4.3% over 2014-15, to reach \$5.9 billion.

Catering and food-service contractor numbers are generally distributed across Australia according to the share of population by state and territory. This is because the major client groups for the industry are businesses, governments and households. As such, New South Wales and Victoria has the largest number of industry establishment numbers, followed by Queensland and remaining States and Territories.

*Source: removed*

## **GOURMET CATERING MARKET ANALYSIS**

A hunger for gourmet catering has driven industry revenue upwards over the past five years. The Event Catering Services industry benefited significantly as consumers demanded premium-quality food from operators. This trend towards premiumisation in catering has pushed prices upwards, with most consumers happy to pay premium prices for on-trend food. As a result, industry revenue is forecast to grow at an annualised 3.2% over the five years through 2014-15. This strong performance includes a 3.1% rise in 2014-15, with revenue to reach \$520.8 million. Profitability has increased over the past five years, as operators passed on increasing input costs and sought to limit wages.

The industry has low barriers to entry, as new players can easily enter and exit the industry. The high level of fragmentation within the industry means that there are few dominant players. While staffing requirements used to be a large factor preventing firms from catering larger events, the increasing use of temporary staff services is negating this factor. Food safety requirements are a significant requirement for new entrants to the industry and firms need to have training to meet food safety standards and liquor licencing laws.

*Source: removed*

## **Demand Determinants**

On an aggregate basis, middle class Melbourne society is increasingly spending more time with work and other activities, and less time with in house, domestic activities including home cooking. Accordingly, the catering and hospitality industry is evolving in meeting a demand created by society spending less time in the home kitchen, by providing tailored, flexible and mobile catering service for every need. At the same time, as society is becoming more diverse, affluent and sophisticated, so is its palate and want for diverse, and fine quality cuisine.

## **Major Markets**

In essence, there are two major markets:

Commercial: the commercial markets are part of network of caterers and hospitality providers acting in partnerships and or joint ventures. For example, there may be an events organiser holding a music festival or rock concert, who requires the services of various services such as lease of premises/venue, car hire, entertainment, security, communications, catering, etc. In this instance, the business is in effect engaged by a commercial entity to assist in, and be part of an overall, complex commercial event.

Domestic: the domestic market is classed as a direct engagement of the business by the client for the client's catering needs. The client may be undertaking a corporate event celebrating a milestone, or family holding a birthday party at home.

## **Customers**

Based on the Commercial/Domestic dichotomy, the following classes of customers are identified:

Commercial:

- Events Organisers
- Government Entities
- Corporate & Government Conventions

Domestic:

- Corporate

- Small Events Organisers
- Sporting Associations
- Churches and other Religious Institutions
- Schools and other Teaching Bodies
- Charities
- Individuals hosting weddings, parties, special events, etc.

## **Suppliers**

Some of the suppliers of goods and services to the business are noted as follows:

- Legal services;
- Accounting services;
- Local government services;
- Utilities and energy supply services;
- Postal and communications services;
- Cleaning waste removal services;
- Maintenance of premises and equipment services;
- Technical and mechanical services;
- Motor trade services;
- Casual and locum labour hire services;
- Suppliers of catering equipment and catering furniture;
- Suppliers of kitchenware;
- Suppliers of plates, crockery, cutlery, etc;
- Suppliers of fresh produce from local, interstate and overseas markets; and
- Suppliers of processed foods from local, interstate and overseas markets.

It must be noted, that Mr Surname has developed a philosophy based on his experience that price alone will not determine who becomes preferential supplier but rather, the supplier who supports the business as a partnership, helps both businesses prosper in a stable commercial relationship.

# COMPETITIVE ANALYSIS

## Competitive Advantage

Competitive advantage is a company's ability to perform in one or more ways that competitors cannot, or will not match. The proposed business will always face strong local competition. In order to grow, and continue to maintain a market share, retain existing and acquire new customers, the company needs to develop a strong competitive advantage. The need to differentiate its product and service from immediate competitors is eminent. The competitive advantage will focus on:

- High quality food ingredients;
- Rapid deployment of service; and
- Relative small bookings but highly geared personalised service.

The service will comprise of relatively small (2 – 150 patrons), but well managed bookings. The following attributes will give rise to an optimal cost effective service.

- Give priority to local suppliers of goods and services including employment opportunities;
- Fresh, nutritiously high quality menus;
- Limit large scale bookings to no more than 150 patrons;
- Book no more than two 150 patron bookings in any given week so that operations are manageable at the warehouse and devise economies of scale based on:
  - 1 waiter for up to 25 patrons for mobile and family events;
  - 2 waiters for up to 25 patrons for all other events;
  - 3 waiters for up to 25 patrons for small corporate and wedding events;
  - Subject to price negotiation, any other combination to ensure good customer service.

In addition to creating a strong competitive advantage, the business will enforce high quality food standards (HACCP) to ensure that customers keep coming back. Accordingly, the management philosophy of the business will be that quality cannot be compromised. Essentially, it must be emphasised that if the customers are looked after and well catered for, the business will enjoy repeat and new business via solid word-of-mouth reputation.

## Competitors

There are three classes of competitors:

Entrants: The first class are known as the entrants to the industry, to which the business will belong until it establishes itself as a floating catering service.

Fixed: The second class of competitors are the established eateries, restaurants, venues and function centres who operate from their fixed premises. Two examples of these competitors are listed below:

### Competitor 1

Conference & Reception Centre

1 Competitor Drive

Competitor VIC 3000

Phone: (03) 9999 9991

[www.competitor1.com.au](http://www.competitor1.com.au)

### Competitor 2

Reception & Function Centre

2 Competitor Drive

Competitor VIC 3000

Phone: (03) 9999 9992

[www.competitor2.com.au](http://www.competitor2.com.au)

Floating: The third class of competitors are the catering and hospitality businesses that set up their headquarters at a particular location and go out to their clients and provide menu services. This business also belongs to this class of competitors. Two examples of these competitors are listed below:

### Competitor 3

3 Competitor Drive

Competitor VIC 3000

Phone: (03) 9999 9993

[www.competitor3.com.au](http://www.competitor3.com.au)

### Competitor 4

4 Competitor Drive

Competitor VIC 3000

Phone: (03) 9999 9994

[www.competitor4.com.au](http://www.competitor4.com.au)

# **SWOT ANALYSIS**

## **Strengths**

- Mr Surname has extensive senior management experience in events and hospitality management;
- Mr Surname has extensive senior management skills and experience in building a solid business;
- Mr Surname has a solid command of the English language;
- Sufficient capital is available to establish and sustain the business in State;
- Harnessing the supply chain for optimal returns on investment; and
- Support will be initially experienced from the local ethnic community.

## **Weaknesses**

- Settling in a new country, Mr Surname will need to adjust to Australian customs, traditions and ways of doing business

## **Opportunities**

- New entrant into a growing market;
- Local network of wholesale and produce suppliers will be established; and
- Local network of organisations heavily reliant, and need of mobile, flexible catering services.

## **Threats**

- Copycat competitors; and
- Competitors who provide a second rate service and give a negative image to the industry.

# **OPERATIONS**

## **Legal Framework and Ownership**

A private, proprietary limited company will be registered in Melbourne by Mr Surname to undertake the proposed business. Mr Surname will be the sole director and shareholder of the newly registered company.

## Capital Requirements

A capital investment of \$600,000 is available to establish the business including:

- Corporate/accounting/legal/consultancy costs for start-up;
- Lease of suitable premises;
- Fit-out of premises into three zones, administration, clean/food processing, and warehousing including the fit-out with large industrial coolers and freezers;
- Stainless steel kitchen with fixed and movable catering equipment;
- Food stock/beverage and portable inventory such cutlery, plates, drinking glasses, cups and saucers etc;
- Delivery vehicles that will be used to deliver menus to client designated venues;
- The business will hold \$100,000 in working capital.

Ahead is a breakdown of the key capital expenditure items required by the business:

### **Warehouse fit out total: \$59,000**

Warehouse - custom stainless steel storage system (\$23,000)



Warehouse - walk in custom cool room (\$17,000)



Warehouse - walk in custom freezer (\$19,000)



**Logistics Total: \$182,000**

Electric Fork Lift (\$8,000.)



Motor Vehicle - Toyota Camry (\$27,000)



Motor Vehicle - Toyota Hiace Extra Long Wheel Base x 3 (\$147,000)





**Kitchen fit out total: \$129,646**



Kitchen - custom stainless steel grease arrestor (\$9,000)



Kitchen - custom stainless steel exhaust system (\$22,000)



Kitchen - Baking Oven (\$13,000)



Kitchen - custom stainless steel storage and racking system (\$18,000)



Kitchen - 6 plate electric solid plate oven (\$6,710)



Kitchen - Electric double deck pizza oven (\$7,310)



Kitchen - Twin pan mechanical control deep fryer (\$6,061)



Kitchen - Electric griller hotplate with stand (\$8,866)



Kitchen - custom stainless steel food processing kitchen bench (\$18,000)



Kitchen - Dough mixer (\$12,000)



Kitchen - Meat Mincer (\$1,063)



Kitchen - Meat Slicer 300mm Blade (\$1,136)



Kitchen – Pots, Pans & Utensils (\$6,500)

**Mobile catering equipment total: \$49,854**

Mobile – 4 x Full size Bain Marie (\$11,726)



Mobile – 2 x Stainless steel food warmers (\$18,000)



Mobile - 20 Litre Hot Water Urn (\$2,628)



Mobile - Cutlery & Crockery (\$9,500)

Mobile - Stainless steel trolleys (\$3000)

Mobile – Other (\$5000)

## **Compliance – Import/Other**

- All necessary import licences are to be obtained;
- In relation to goods imported into Australia by sea, air or post with a value that exceeds the import entry threshold of \$1000 must be cleared by submitting a completed import declaration form (B650) and paying duty on goods, goods and services tax (GST) and other taxes and charges that apply;
- An export licence may become necessary where the opportunity for exports to New Zealand and other Pacific nations arises for the business' services; and
- Liquor license will be required and applied for to serve alcohol at designated events.

## **Compliance – Local Government**

Compliance with local government will include:

- Local Council development consent for the business to operate as a food processing and catering service at the premises;
- Licensing from the Australian State Government Food Authority for the processing and handling of food for commercial enterprise; and
- Professional and product indemnity insurance, including employee work cover type insurance

## **Premises and Facilities**

A commercial warehouse will be sourced on the outskirts of Melbourne as larger premises can be leased at a lower rate. The premises must have the following:

- Sufficient floor space for sales and administration including set work stations;
- Sufficient floor space for the warehousing of portable catering equipment, stock and inventory, and setting up of menus for dispatch;
- Sufficient floor space for the receipt and quarantine of goods including fresh produce, and all other goods ranging from equipment to machinery;
- Sufficient floor space for two custom built industrial cool rooms, and one freezer;
- Sufficient floor space for the clean room which will house the stainless kitchen fitted with blenders, mixers, cookers, deep fryers, steamers, ovens, etc;
- Sufficient floor space for cleaning and washing of returned utensils, cutlery and catering equipment;
- The premises must have container access from the street;
- The premises must have sufficient exposure to the street to allow a banner or large, local council approved bill board placed on the front of the building so as to advertise nature of the business;


- Sufficient off street parking for the parking and storage of up to four courier type vehicles that will be used for the dispatch of menus to designated client venues;
- The layout of the premise to be compatible with HACCP guidelines that allow for:
  - Storage of raw materials.
  - Processing and preparation of raw materials for the menu.
  - Dispatch of menu.

The following example premises have been identified as suitable for establishing the business:


**4/8 Commercial Court Tullamarine, VIC 3043**  
**\$38,500**  
 FOR LEASE


**CONTACT AGENT**


☆





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**PROPERTY DETAILS**

<b>Category:</b>	Industrial / Warehouse	<b>Floor area:</b>	437 m <sup>2</sup>
<b>Parking:</b>	On site parking available	<b>Availability:</b>	Vacant
<b>Property ID:</b>	9469816	<b>Updated:</b>	19 Dec 2014

# MANAGEMENT AND PERSONNEL

## Employee Summary

Mr Surname's role in the business is integral to its establishment, operation and development. As the business grows, Mr Surname will also employ full and part time staff, as follows:

### Managing Director (Full-time)

Mr Surname will be responsible for the success of the proposed business by providing day to day operational management and strategic direction as well as managing staff. Mr Surname's initial role will be to establish and develop the business including harnessing supplier relationships, networking and expanding the customer base.

From an operations perspective, Mr Surname will also initially be responsible for procurement of produce and edible products from wholesalers, trade markets etc., stock and inventory control, management of roster and assignment of resources for each job undertaken by the business.

### Business Development Manager (Full-time)

The business development manager will be responsible for the business sales activities. He/she will work in tandem with Mr Surname in expanding the customer base. Duties include managing day-to-day sales enquiries, cold calling, attending sales appointments, account management of signed customers and be responsible for achieving sales targets and budgets as set by Mr Surname.

### Chef (Full-time)

The Chef will be responsible for food preparation to timely and quality standard to meet the requirements of each job contracted by the business. Working closely with Mr Surname, the chef will also be involved in stock and inventory control and will oversee food hygiene standards in accordance with HACCAP guidelines.

### Administrative assistant (Part-time)

The administrative assistant will be responsible for answering telephone enquiries, reception attendance, as well as assisting Mr Surname in terms of clerical support, diary management and basic bookkeeping.

### Kitchen Hand (Part-time)

The kitchen hand will be responsible for processing and preparing the menu chosen by the client. The kitchen hand will be assisted by waitering staff in preparing/dispatching the appropriate catering equipment that will be utilised at the venue.

#### Waitering Staff (Casual)

- Waitering staff will be employed to assist at functions. They will be responsible for setting up at the function, serving of food and beverages, and the clean-up, return of leftovers/waste and equipment to the business premises.
- Waitering staff will be expected to hold current driver's licence as they will be required to drive and transport the menu and portable catering equipment to the client nominated venues.
- Waitering staff will be either fully qualified or in training with an approved vocational training facility such as TAFE or equivalent.

## **Training and Personnel Systems**

#### Skill and Knowledge Training

Catering training will be covered in an extensive, ongoing training program. Cost effective and time efficient online courses will be accessed where possible and on the job training will be provided by the Chef. Specific programs on food hygiene and safety will be generally provided by the Chef, but wherever applicable, staff will be encouraged to attend specific courses offered by external training consultancies and/or training institutions.

#### HACCP and OH & S Training

Effective training and creation of a comprehensive HACCP/OH & S policy will ensure staff are aware of personal safety issues, food hygiene and safety issues, and allow them to be able to perform the jobs more competently. An ongoing reporting procedure will be implemented to obtain important information about health and safety issues in the workplace, identify problems that may arise and address work and safety problems as an ongoing mitigating strategy consistent with legislative objectives and HACCP guidelines.

#### Barista and Alcoholic Beverage Training

The serving of coffee and tea is now considered to be a sub-specialty of catering and hospitality services. Thus, staff will be trained on the use of espresso machines as well as the responsible service of alcohol.



# MARKETING AND PROMOTION

## Advertising

- Local newspaper advertising;
- Targeted mail-out and leaflet drops;
- Magazine advertisements;
- Online internet search engine optimisation of the business website so that it appears on the first page of search returns for key words such as “catering”.

## Promotion


- Establish internet website,
- Sponsorship of a local sporting team
- Attend and participate in wedding convention/exhibitions;
- Attend and participate in catering & event convention/exhibitions;

## FINANCIAL MODEL

The financial projections are based on the following assumptions:

- Total investment of \$600,000 to establish the business;
- The business will hold \$100,000 in working capital;
- Gross margins on sales will average 60%;
- Training accounts for 2% of total payroll (including superannuation);
- All other costs will rise between 4% – 5% annually
- The business employs additional permanent staff in forecast years 4 & 5.

### Capital Expenditure

Stage	Amount
Administrative set up costs	
Fit out of the Office	
Fit out of the warehouse	
Logistics	
Fit out of kitchen	
Mobile catering equipment	
Working Capital	
<b>Total:</b>	<b>\$600,000</b>

# Profit & Loss Forecast – Year 1

Month 1   Month 2   Month 3   Month 4   Month 5   Month 6   Month 7   Month 8   Month 9   Month 10   Month 11   Month 12

**Income**

Private Functions  
Corporate Functions  
Other

**Total Income**

**Cost of Sales**

Private Functions  
Corporate Functions  
Other

**Total COS**

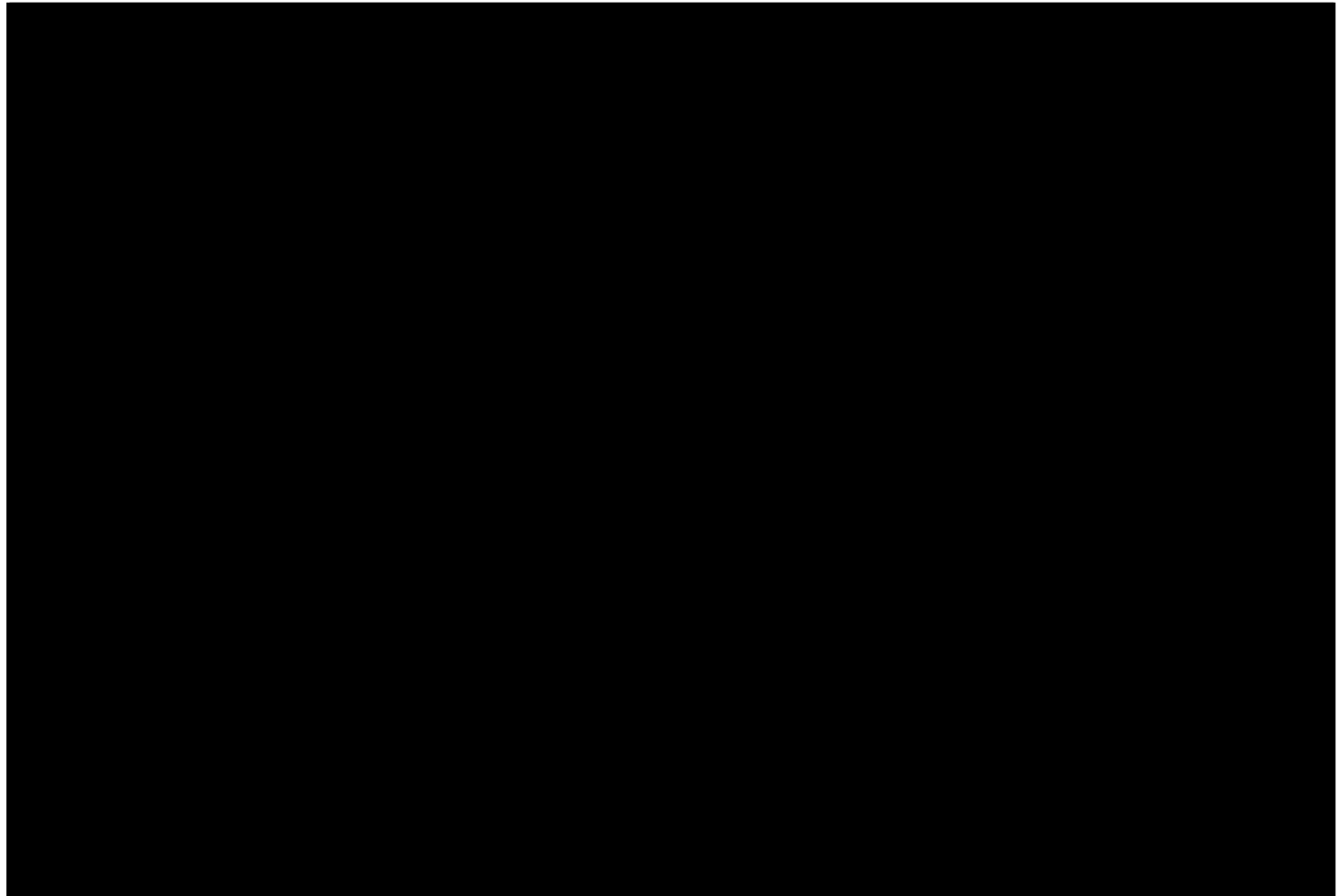
**Gross Margin**

**Expenses**

Legal & Accounting  
Waste Management  
Communications  
Council Rates  
Insurances  
Marketing & Advertising  
Motor Vehicle expenses  
Printing & Stationery  
Rent  
Superannuation  
Training  
Travel & Entertainment  
Utilities (Gas, Water Electricity)  
Wages and Salaries

**Total Expenses**

**EBITDA**



# Cashflow Forecast – Year 1

Month 1    Month 2    Month 3    Month 4    Month 5    Month 6    Month 7    Month 8    Month 9    Month 10    Month 11    Month 12

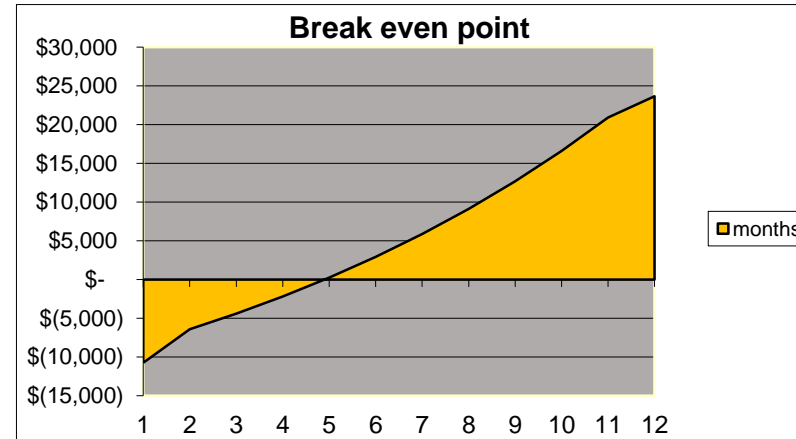
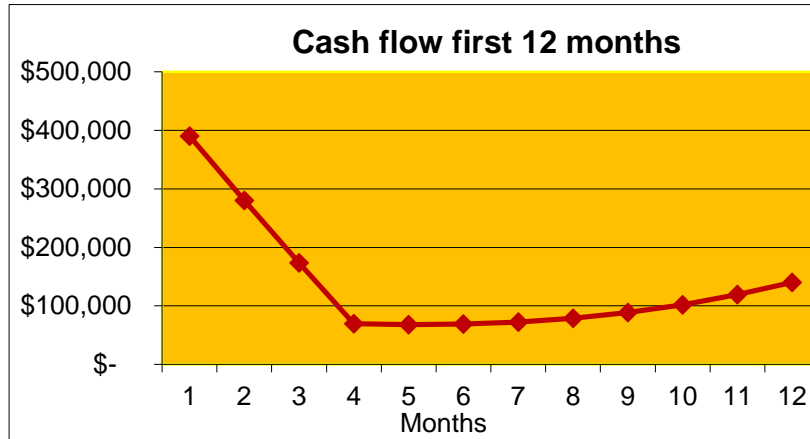
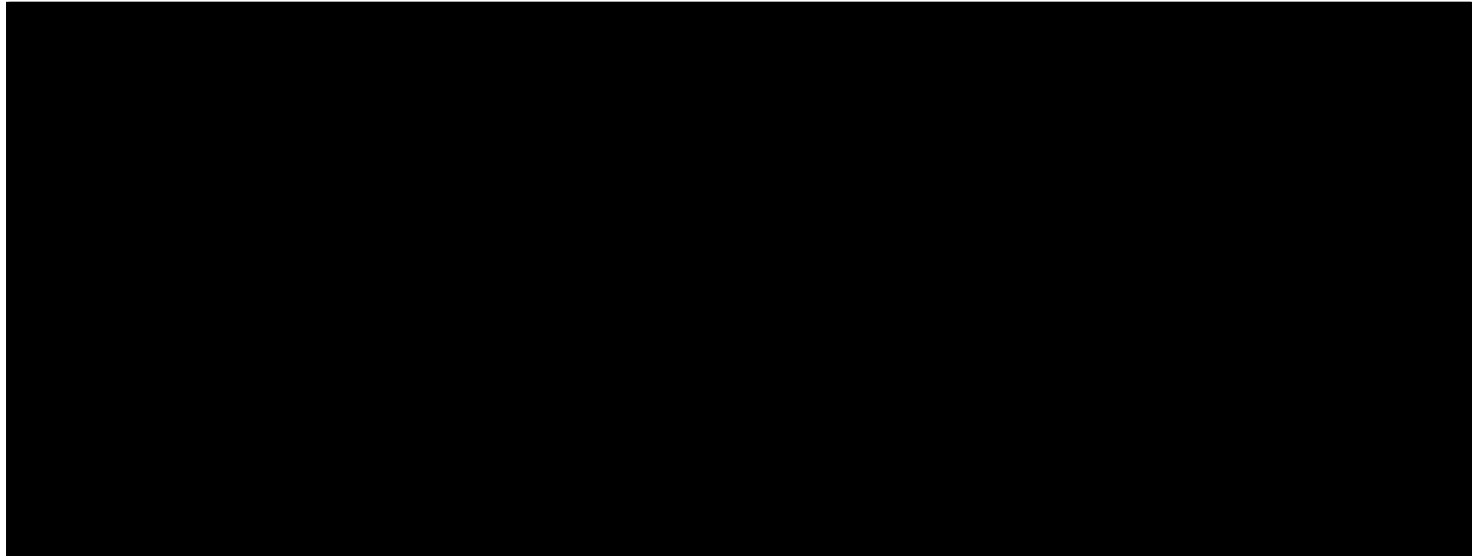
**Debtors**  
 < 30 days            50%  
 >30 days < 60 days    30%  
 > 60 days            20%

**Creditors**  
 < 30 days            60%  
 >30 days < 60 days    30%  
 > 60 days            10%

**Capital cost**

**Total Inflows**  
**Total Outflows**

**Cash at beginning of period**  
**Net flow**  
**Cash at end of period**



# Profit & Loss Forecast – 5 Years

	Year 1	Year 2	Year 3	Year 4	Year 5
<b>Income</b>					
Private Functions					
Corporate Functions					
Other					
<b>Cost of Sales</b>					
Private Functions					
Corporate Functions					
Other					
<b>Total COS</b>					
<b>Gross Margin</b>					
<b>Expenses</b>					
Legal & Accounting					
Waste Management					
Communications					
Council Rates					
Insurances					
Marketing & Advertising					
Motor Vehicle expenses					
Printing & Stationery					
Rent					
Superannuation					
Training					
Travel & Entertainment					
Utilities (Gas, Water Electricity)					
Wages and Salaries					
<b>Total Expenses</b>					
<b>EBITDA</b>					

## **APPENDICES**

### **APPENDIX A – Business Innovation Points Test**

**REMOVED TO  
PROTECT CONFIDENTIALITY**

**APPENDIX B – Resume of Mr Name Surname**

**REMOVED TO  
PROTECT CONFIDENTIALITY**