

Business Plan

Hey Chef !

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Summary

This project is led by Thibault Gérard, student at HEC Entrepreneurs, holder of a Master in Innovation Management from LSM and a Bachelor in Management Engineer from UCLouvain. Passionate about cooking since a very young age, he wanted to include this passion in a project aimed at improving the daily life of the inhabitants of his region. Indeed, from the south of the province of Luxembourg, his project "Hey Chef!" will initially be implemented in the Arlon region. "Hey Chef!" is a project whose main objective is the creation of intergenerational social links. To achieve this, this project brings together students and volunteers in the kitchen to prepare meals together which will then be delivered to elderly people, isolated or who do not have access to balanced and healthy meals. These meals will be offered in the form of subscriptions of 3 and 5 meals per week or sold individually. Prices will range from € 10 per meal, for subscriptions of 5 meals per week, to € 12 for individual meals, plus a delivery charge of € 1 per meal. For customers who wish, a collection point will also be available to pick up the meals ordered. These meals will consist of a soup, a main course and a dessert. For those included in a subscription plan, they will be served in glass jars which will then be collected on the next delivery to be cleaned and reused for an efficient reuse cycle. Regarding the preparation of meals, those who wish, whether they are elderly or not, can participate in the project by registering as a volunteer cook in order to share their experience and their time with young students behind the stoves. It is an opportunity for generations that are now quite distant and with very different daily lives to meet and share moments together. Students will also see the chance to learn more, whether about cooking or other topics, from older and more experienced people. The delivery will be made by the manager, whose role will also be to take the time to discuss with customers. Among this clientele, we find an older and sedentary part, for whom this could be one of their only social interactions during the day. As we have seen recently, loneliness can be very difficult to live with, and yet it is the daily life of many people in Belgium. "Hey Chef!" therefore aims to tackle this societal problem by coupling the creation of social links with the delivery of homemade meals from quality products. The partnerships set up by "Hey Chef!" have also been well thought out, especially on their compatibility with the values of the company. Food products will therefore be selected from a wholesaler recognized in the region for the quality of its products but also for the local aspect promoted by it. The glass jars are made by one of the market leaders in the food industry, Weck. Finally, a final partner will be part of the project, with a company from the Arlon region which will serve as a collection point. It will store the meals that will be collected during the day by customers who have chosen this option while the manager will be on the roads during his delivery round. Regarding the company's target market, for midday meals it will be composed mainly of seniors, for whom food is a pleasure, but who do not cook every day, whether for lack of desire or because they just can't anymore. In order to test the interest of the project with this customer segment, around ten meals have already been delivered to seniors and the reactions have all been very positive. Many test customers mentioned the superior quality of the meal and the service offered to the customer, with the offer of the different CPAS as a comparison, billed at more than € 8 per meal, which therefore represents a relatively low additional cost. The proximity to Luxembourg also makes it possible to reach a clientele of workers with significant purchasing power but who sometimes do not have the time or the inclination to cook balanced meals after work. This will allow the company to make sales on evening meals as well. The alternatives available on the market in the province of Luxembourg are mainly meals from different CPAS, frozen or prepared meals from supermarkets, some local caterers and restaurants using delivery platforms, although the latter only serve very few cities and villages in this region. However, there is a real opportunity within this market. CPAS which serve the majority of the midday meals do not seek to compete with new entrants, their primary purpose being to serve the inhabitants of the town. Supermarkets do not offer delivery and most caterers / restaurants are too expensive to be more than an occasional meal. So this allows "Hey Chef!" to occupy an intermediate position, with an advantageous quality / price ratio and above all a very

pronounced differentiating factor which is the social aspect of the project and the quality of its service. To reach its customers, the company will use two different channels. A more direct one, which will aim to attract seniors in particular, by going door-to-door as well as by explaining the project at meetings of senior clubs or village gatherings. Direct contact is indeed to be favored for older people for whom new technologies are not always part of everyday life. A telephone line will also be accessible every day of the week, and menus for the coming weeks as well as newsletters will be sent to customers by mail, or if they wish by e-mail. The second channel the company wants to use to reach its customers is digital. Workers, who account for the bulk of evening sales, as well as the children of seniors who make the meal decisions for their parents, will be the two main targets of this alternative. The company's social networks and its website are an effective combination, both for publicizing the service but also for keeping its audience up to date with project news. The website will also allow you to view menus and order meals online for the following week. To develop the notoriety of the service when it is launched, the company will use more traditional communication, with spots on local radio stations such as Must FM or Metropole Radio, as well as in newspapers dealing with local news such as 'Future of Luxembourg'. The company's van, which will travel through the towns and villages of the province during deliveries, will also represent a great advertising asset at a lower cost. In terms of numbers, taking into account the possibility of selling meals both at noon and in the evening, it was estimated that the average number of meals sold in the first year could go, while remaining cautious, up to 32 per day. Growth will then be moderate, with the number of meals served increasing each year reaching around 50 meals sold per day in the fifth year. This represents in terms of turnover a little less than 100,000 euros in the first year and almost 150,000 after 5 years. In terms of costs for the company, the most important will be personnel costs. The manager will thus receive a net salary, including benefits in kind, of 2,200 euros in the first year and which will reach up to 2,700 euros in the fifth year. Students will be paid at the student rate, and a cook who will be responsible for verifying kitchen standards and rules will receive compensation of around one hundred euros each month. The rest of the costs will be divided between the purchase of food and packaging, the rental of a room which will also have to be refitted into a kitchen in accordance with the AFSCA regulations, as well as the costs related to the proper functioning of the company (telecom, marketing, gas, electricity and water, etc.). To cover the initial cash flow needs as well as the costs associated with fitting out the premises, the company will need 60,000 euros in financing. The manager will contribute 10,000 euros in equity, and the remaining 50,000 euros will be requested from a banking institution, if possible coupled with a SOCAMUT subordinated loan. Indeed, it is possible that SOCAMUT will undertake to finance part of the bank loan, while guaranteeing up to 75% of the bank loan. The growth of the company, symbolized by an EBITDA of more than 10,000 euros in the second year and which will more than double after five years of operation, will then enable it to consider expanding its business. Indeed, after stabilizing the project in the south of the province of Luxembourg, the company will aim to expand into other regions as well as to enter new markets, such as those in student towns. The latter do indeed offer very good development opportunities, particularly in view of their density.

Company overview

Introduction

This "Hey Chef!" was the result of several months of reflection which was both personal and also fueled by the input and advice of the academic team of HEC Entrepreneurs, members of the VentureLab and my mentor Charles Piette. "Hey Chef!" is therefore a project whose main objective is the creation of social and intergenerational links. To do this, this project brings together students and volunteers in the kitchen to prepare meals together. These meals will then be delivered to seniors, isolated people and people who do not have access to balanced and healthy meals on a daily basis.

Purpose

This project has one main objective, which is the creation of social links. First, by bringing students and seniors together in the kitchen to prepare meals on the one hand, and to share knowledge and good times together on the other. The delivery of meals will also represent a key moment because it will be an opportunity for some of the customers suffering from isolation to discuss with our delivery person and to reduce this feeling of loneliness a little.

History and objective

This project was designed as part of the Capstone Project of the HEC Entrepreneurs Master. It has not yet seen the light of day and is still at the Business Plan stage today. However, the project will not be carried by myself immediately, given a professional background that will not allow me to fully concentrate on this project. However, it could be started in this form, or modified, later in my journey.

Product and service

Features and Benefits

The service is therefore based on the delivery of healthy and balanced meals. These meals are offered in the form of weekly subscriptions of 3 or 5 meals (Monday to Friday) but also sold individually. All meals include soup, a main course and a dessert that meet the nutritional needs of the clientele. The products are of high quality and come from one of the most reputable wholesalers in the region, which supplies a large majority of the restaurants there. Meals can be delivered to your home for an additional € 1 per delivery, or be collected from a defined collection point at no additional cost. All meals included in a subscription plan will be served in glass jars. These jars will then be collected on the next delivery / collection before being washed and then reused. This therefore reduces the amount of waste associated with packaging with an efficient cycle of reuse of raw materials. The service also includes a social aspect with delivery people who take the time to chat with customers and allow these sometimes isolated people to create social ties while allowing them to have access to quality and balanced meals, delivered to their homes. for those who sometimes cannot move.

Market analysis

Market size and growth

The market is currently limited to residents of the province of Luxembourg. According to Statbel data, this represents 217,461 people aged 20 and over. Our clientele comprising both the elderly and workers, we can consider that almost all the adult inhabitants of the province represent potential future clients. However, if only the market is taken into account when launching the service, in order to facilitate deliveries it will be easier to target a smaller area. Thus the region of Arlon and a few surrounding municipalities such as Etalle, Habay and Tintigny represent around 83,000 inhabitants in a territory that is however accessible for a delivery person for one morning for meals for seniors and one evening for workers. The population growth in this province will be consistent in the years to come with 300,000 inhabitants counted in 2033. The percentage of seniors will also increase during this period. Indeed, according to Statbel, this age group of 65 years and over will represent up to 25% of the population in the province of Luxembourg within 50 years compared to 15% currently. So although this is very long-term data, the trend is still up.

Trends

One trend that has taken hold in recent months following the coronavirus lockdown is the increase in home deliveries. According to the latest Comeos study, 64% of Belgians use this type of delivery today. The number of Belgians ordering meals online has also increased in recent years, notably with a 50% increase between 2018 and 2019. This means that more than 30% of Belgians ordered a meal online during the twelve months that separate these two years. This trend which was until then mainly present among the youngest has become more and more popular to the point of reaching even seniors who also consume more dishes delivered directly to their homes, although these are often included in formulas. subscriptions delivered by social organizations, whether local or regional.

Target market

The core target of our service is the 60 to 80 year old senior with a certain purchasing power. He is quite open in taste and likes to eat well, but he does not cook every day due to lack of desire or time. He enjoys chatting with people and finds it a shame to have lost the connection that could exist with his postman or delivery man as was the case in the past. According to this core target, the meals served at home that currently exist in their region are mostly quite bland. For the most part they still make the decision about what meals to cook or buy, but for some it is their children who take care of that. Price is an important deciding factor, however quality comes first in the decision for a majority. After having carried out ten interviews with seniors corresponding to the core target, several important information came back regularly. In particular, the diversity on the plate which they believe would have a significant positive impact on their morale, or even social contacts which, even for a short time, are very important for them. In order to get an idea of the number of meals that can be served to this group of people, we interviewed the CPAS in Arlon, the largest home delivery person in this age group, in order to have an overview the size of this segment. For midday meals, the Arlon CPAS therefore provides information on 180 meals served in their town, which has around 30,000 inhabitants. This means that the number of meals served in the territory initially targeted by the company, of around 80,000 people, could reach up to 500 potential customers based on the figures from the various CPAS alone.

Competition

The main competitors in the province of Luxembourg for the delivery of meals are the CPAS of the various municipalities. They represent the vast majority of meals delivered to seniors at competitive prices. Product quality is not their priority, but their service is simple and efficient. The CPAS does not seek to attract the largest number of customers given that it is a municipal service whose primary goal is not to make a profit but above all to provide social assistance for its inhabitants. . They will therefore not seek to compete with a possible new entrant. Another meal offering but this time not offering a delivery service is from supermarkets. Frozen and prepared meals as well as ready-made soups are very inexpensive options for older people who can still move around or workers who don't have time to cook on the way home. However, these dishes often contain high levels of sugar and salt and can be very bad for the body when consumed regularly. Local catering services and restaurants are also alternatives, although they are a little more expensive. The quality of the products is superior, but the delivery service is not always optimal. Some caterers deliver within a defined and very often restricted perimeter, where restaurants, which although they do not have a delivery service identical to that of caterers, often use delivery platforms that serve only very few cities and villages in the province of Luxembourg.

Opportunity

This market offers a real opportunity in terms of the delivery of quality meals. In terms of delivery, only the CPAS delivers almost all the municipalities of the province. However, the quality of their products is not a strong point and they do not seek to discourage new entrants either. Catering and restaurant services are in a higher price range than "Hey Chef!" and are therefore more occasional for customers. Supermarkets are an easy option for people who travel easily, but they lack the lack of a delivery service to reach an older segment. There is therefore a "hole" to be filled with a delivery service at an intermediate price than that of the CPAS and caterers / restaurants with a quality that is close to that of the latter. The delivery to a large number of municipalities will also be a real advantage in developing the service more widely.

Marketing plan

Target market strategy

The core target of the service is therefore made up of seniors looking for balanced and quality meals. These quality meals are very rare at prices lower than those charged by restaurants and the delivery of these is even more so. This is why "Hey Chef!" specifically addresses this need. The choice of which service to use is generally up to the senior when he is still active or sometimes to his children if he is a little more sedentary. The senior will try to have meals which correspond to his habits while the children will most often put the quality of the products forward for the health of their parents. An alternative target that will allow meals to be sold also in the evening will be workers who do not have the time or the inclination to cook. They will find a more qualitative alternative to meals prepared in supermarkets with the "Hey Chef!" Service. Subsequently, the company will also target other regions which will operate on the same principle as that adopted in the Arlon region. This development will also continue in other segments such as young students and university residences. For example, a city like Louvain-la-Neuve could be an opportunity for the company to develop in a very dense space and with a very large number of potential customers.

Distribution channels

In order to promote and sell the service, the company will use two different channels. The first mainly targets seniors with a direct strategy. This starts with door-to-door explanations of the service, as well as flyers to distribute in places frequented by this clientele or at meetings in the region. Senior clubs (3x20, card games, etc.) will also be privileged places to promote the service. The second channel will target a younger clientele of workers as well as the children of seniors. It will focus on social networks, in particular by targeting geographic criteria or membership of local groups or organizations. Then the company will have two points of contact, a first physical and by telephone to facilitate the taking of orders for people whose technology is not part of everyday life. The second with an ergonomic website that will allow you to discover the different menus and order easily online. A company from the region will also be in charge of the collection point, with the role of welcoming and serving the customer.

Positioning

"Hey Chef!" is a quality meal delivery service at a competitive price. From preparation to delivery, the creation of social links is at the center of this service, where the human side is the priority. It brings together several generations in the kitchen and offers balanced and healthy meals to as many people as possible. Product / service strategy In order to meet the need for more qualitative meals delivered to your home, "Hey Chef!" will offer meals of a quality close to that offered in a restaurant at a price slightly higher than those charged by the CPAS. Delivery will be offered to all villages within the predefined area in the south-east of the province. The creation of social links at the various stages of the service allows a clear differentiation compared to competing services and products. Customer service will be provided by the manager who will decide on compensation (reimbursement, reductions, etc.) in the event of an error or failure during the production or delivery cycle. In the future, the company could also expand its offering to target a different audience such as students. A simpler service offering only one dish could in particular attract many young people who are looking for healthier and balanced alternatives to the pasta / sandwiches / pizza trio that punctuates their weeks. The density of cities such as Louvain-la-Neuve, Namur or Liège as well as the number of potential customers would be an opportunity to develop the company's activities and increase its turnover once it is well established in the provinces. from Luxembourg.

Pricing strategy

Our pricing strategy is based first of all on the various interviews as well as on the pre-typing that was carried out and where the free price, set by the customer himself, was € 11 on average. We were also able to base ourselves on the prices charged by the competition. Indeed, the CPAS offers a lower quality service than that of "Hey Chef!" for a price of more than 8 € per meal. Based on the free price and the desire on the part of the customers questioned to have access to more qualitative meals, the price difference between our service and that of the CPAS seems small enough to attract some of this clientele. This is why the service of the company was estimated between 10 and 12 € depending on the formula chosen with a supplement of € 1 per delivery. This makes it possible to position oneself between cheap but less qualitative CPAS meals, and the delivery service of caterers and restaurants which are more expensive.

Product	Price without delivery	Price delivery included
Abo. 5 meal/Week	50€	55€
Abo. 3 meal/Week	35€	38€
Juste one meal	12€	13€

E-commerce

The company will position itself in e-commerce through its website. This site will be well referenced and more specifically for geographically targeted searches. The website will allow customers to discover the different offers and menus for the coming month, but they will also have the opportunity to order meals online, whether they are included in a subscription package or in the unit.

Communication strategy

The communication will take place live on the one hand, with mails announcing the new menus as well as company news for the elderly, but these mails can also be redirected electronically to their mailbox if they prefer. It will also be a way to keep customers up to date with new developments, as will the various social networks of the company. Indeed, in order to give visibility to the service, it will be important to be active on these networks which represent "free" and effective advertising to younger workers. Local radios (Must FM, Metropole Radio, etc.) will also be an interesting medium for the company to publicize the project and its service when it is launched, as will the various local newspapers (l'Avenir du Luxembourg by example). The presence in local events and fairs would also be a great opportunity to explain a little more to the inhabitants of the region the service and its specificities. Finally, the car / van used for deliveries will have to be personalized in order to be recognizable and to become a traveling "billboard" that will travel through the towns and villages of the province every day.

Sales strategy

The sales strategy will be handled by the manager, who will be responsible for making calls and canvassing the seniors directly, whether at home or in the various senior citizen clubs. The data of these elderly people can be obtained from the municipal bodies which have the information of the inhabitants. The social ambition of the project will undoubtedly make it possible to obtain this data more easily.

As far as workers are concerned, this will be done mainly through the various social networks of the company and the various advertisements in the media.

Revenue model

In view of the size of the market estimated at more than 300 meals served per day in the zone initially targeted by the company, based solely on sales of CPAS, it is possible to target 10% of this market. If we add to this the sales of evening meals to workers, the 32 meals sold per day in the first year can be quite logically achieved. Growth will be cautious and will only reach 50 meals in year 5. This development phase only takes into account the first part

of the project's growth, which aims to stabilize it in the Arlon region, before continuing its progress towards other regions and markets.

The products will be offered in three different formulas. The first two are in the form of subscriptions of 3 or 5 meals per week. These meals can be delivered according to the customer's preference, for the 3 meal option, from Monday to Friday. The third option is to order the dishes individually. However, these must be ordered by the Friday preceding the desired week at the latest.

The most commonly purchased option in today's delivery services, as we have discovered from interviews, is 3 meals per week, followed by 5 meals and finally single meals. This therefore explains the following distribution in the table.

Produit	Prix Client	Année 1			Année 2		
		#/semaine	#/an	CA/an	#/semaine	#/an	CA/an
Abonnement 5 repas/semaine	50,00 €	2	100	4.716,98 €	2	120	5.660,38 €
Avec livraison	55,00 €	8	400	20.754,72 €	10	480	24.905,66 €
Abonnement 3 repas/semaine	35,00 €	5	250	8.254,72 €	6	300	9.905,66 €
Avec livraison	38,00 €	20	1000	35.849,06 €	24	1200	43.018,87 €
Repas à l'unité	12,00 €	7	350	4.292,45 €	8	420	5.150,94 €
Avec livraison	13,00 €	28	1400	18.490,57 €	34	1680	22.188,68 €
Nombre de repas		160	8000		192	9600	

Produit	Prix Client	Année 3			Année 4			Année 5		
		#/semaine	#/an	CA/an	#/semaine	#/an	CA/an	#/semaine	#/an	CA/an
Abonnement 5 repas/semaine	50,00 €	3	138	6.509,43 €	3	152	7.160,38 €	3	159	7.518,40 €
Avec livraison	55,00 €	11	552	28.641,51 €	12	607	31.505,66 €	13	638	33.080,94 €
Abonnement 3 repas/semaine	35,00 €	7	345	11.391,51 €	8	380	12.530,66 €	8	398	13.157,19 €
Avec livraison	38,00 €	28	1380	49.471,70 €	30	1518	54.418,87 €	32	1594	57.139,81 €
Repas à l'unité	12,00 €	10	483	5.923,58 €	11	531	6.515,94 €	11	558	6.841,74 €
Avec livraison	13,00 €	39	1932	25.516,98 €	43	2125	28.068,68 €	45	2231	29.472,11 €
Nombre de repas		221	11040		243	12144		255	12751	

Operational plan

Operational strategy

First, it is necessary to create the menus for the coming month. For this, students, volunteers and clients are consulted to offer their suggestions and then vote for their preferences. Each week, one of the dishes that garnered the most votes will be cooked if it obviously meets the few criteria for "Hey Chef!" such as the quality or provenance of the products available. Then the orders of new subscriptions must be taken care of as well as those of individual meals throughout the month. Orders are closed on the Friday preceding the week concerned in order to be able to order the products, which will arrive on Sunday morning, according to the quantities to be expected. The student and the volunteer arrive in the kitchen from Sunday to Thursday at 5 p.m. and prepare meals which will be served the next day for approximately 3 hours. These meals are kept in refrigerators at temperatures suitable for each dish. A cook with access to the profession also spends two to three times a month checking compliance with the rules imposed by the AFSCA on food preservation as well as the compliance of the installation. The midday meals are then collected by the manager who will bring the meals and discuss a few moments with the customers. He will have about 3 hours for about 20 deliveries, which gives him enough time not to be in too much of a hurry and to take the time necessary to make each customer feel heard. Glass jars from previous meals, for those served as part of subscription packages, are also collected by the delivery person for subsequent washing and reuse. Evening meals are also delivered, but the duration of this delivery round is shorter since the workers primarily seek convenience and quality of meals in the service rather than social contact. For people who prefer to collect meals, these can be collected at a predefined location, which will be a small business located in Arlon and which is open from 8 a.m. to 6 p.m. every day. Meals will be brought in every day by the delivery person and kept in a fridge so that customers can come and collect them during the day.

Spectrum of operations

Given the relatively small sales volume, it is possible for the company and even preferable to keep much of the production and customer service within it. The personnel costs are indeed quite low and allow a higher output than that of a subcontractor. The only activity that will have to be subcontracted will be that of collecting meals during the day. Indeed, the manager will be on the road for deliveries during the day and the company premises will be empty before the arrival of the cooks at the end of the day. It is therefore preferable to forge a partnership with a local company which will agree to store and let the few customers, who will be between 5 and 10 during the first five years, come and collect their meals.

Common operations

The volunteer cooks who will accompany the cooking students will be key resources for the smooth running of the operation. Cooking experience would be a plus, although a simple interest in cooking would be more than enough to complete this task. It will then be a question of enhancing their skills in order to retain them in the project. An arrangement will also be made with a secondary school, with if possible an option in economics, so that its students participate in the project while being paid. This will ensure a young cook per day for the company while representing an experience in a rewarding social project for the young student. What's more, it will remain fairly occasional for young people as an entire class of 20-25 students would suffice to fill a month at a rate of one different student per day. Suppliers such as Provençale for food or Weck for packaging are already established in their respective sectors and the risk of losing them is quite low. However, the low volumes will not allow the company to obtain a very advantageous partnership with these suppliers. Staffing needs in view of the growth over the first five years, which will range from 30 to 50 meals / day, will vary very little. Cooks will be able to keep up with the increase without any problem, as will the manager when it comes to taking orders. The premises and equipment must not be adapted or modified either. The only change will be during deliveries, the schedules of which will have to be extended by one hour so as not to compromise the social aspect of the project which consists in taking the time to interact with the customer.

Development plan

Development strategy during the first five years:

1. Find a secondary school and students interested in participating in the project as well as the company that will be responsible for the collection point.
2. Build a sufficiently solid and motivated base of volunteers to be able to provide most of the kitchen services.
3. Hire a cook with access to the profession who will act as guarantor of the project with the AFSCA.
4. Validate partnerships with suppliers (La Provençale, Weck).
5. Perform the work in the room that will be rented in order to transform it into a kitchen in accordance with the AFSCA rules and standards.
6. Finalize and launch the marketing campaign in order to make the service known to the inhabitants of the region.
7. Launch the website and ensure the proper functioning of the order taking.

Management

Business organization

"Hey Chef!" will be organized as follows: a manager in charge of operations, students and volunteers in charge of the kitchen. One of the needs for the company was to find someone capable of insuring and guaranteeing the project with the AFSCA. For this, the company relies on a cook with access to the profession, who would therefore come a few times a month to ensure that the rules and standards are respected in compensation of around one hundred euros each month. The manager will therefore have important responsibilities but will have to delegate certain aspects such as that of the preparation and the quality of the dishes, which will have to be controlled by the various volunteers active within the project.

Management team

The entrepreneur who will be active as manager is Thibault Gérard. This young entrepreneur studied economics, management and innovation in Louvain-la-Neuve before continuing his studies with a complementary master's degree in entrepreneurship at HEC Liège. His main quality is his curiosity, he is not afraid to challenge himself and learn new things as was the case with an edX degree from Harvard in Contract Law which he obtained one summer. This quality coupled with his determination is ideal for this project which does not require crippling technical knowledge that could have complicated the task. His remuneration will evolve over the years, starting from € 1,500 net / month to which we can add € 700 in benefits in kind in year 1 to reach € 2,000 net / month and € 700 in benefits in year 5. This salary is relatively modest but will allow the company to take off and will constitute a great experience in a socially positive project.

Competitive advantage

The competitive advantage of the service lies mainly in the quality of it. First, the meals served by the company are of a quality almost similar to those that can be found in a brasserie or a restaurant. The company's positioning in the south of the province of Luxembourg is also advantageous, given the significant purchasing power of the inhabitants in this region. The labor used is also efficient at a very low cost. Indeed, this combination of volunteers and students working together in a social project allows the company to offer a service at a competitive price despite limited means. The delivery service is also a big advantage over the competition. Some of them just don't offer one, and for others it is often focused on a principle of speed and efficiency without considering who they are serving. That's why the "Hey Chef!" which emphasizes the creation of social links by promoting exchanges and discussions between deliverers and customers offers real added value. Indeed, the clientele is partly made up of people for whom these few moments of sharing during their day can sometimes turn out to be more important than they seem. This proximity to our customers will eventually become a major asset, as it will turn into loyalty to the company and represent what is called a barrier to entry for a newcomer wishing to attract these customers.

Financial plan

Financial projections

The various financial projections of the project during the first five years after its launch are found in the appendices.

Key assumptions

The figures in this financial plan are those for the first five years of the company, which represent the stabilization phase of the activity and the project in the south of the province of Luxembourg. A second phase of development will continue with deployment to other cities and regions as well as to markets such as students. However, this second phase is not included in the projections presented below, which focuses on the stabilization of the project in the Arlon region.

Sales detail

Regarding the meals sold, as can be seen below, an average of 32 meals will be sold per day in the first year, which is equivalent to 8,000 meals over the year. This increase will continue until the fifth year, when the number of meals sold per day will increase to just over 50.

Produit	Prix Client	Année 1			Année 2		
		#/semaine	#/an	CA/an	#/semaine	#/an	CA/an
Abonnement 5 repas/semaine	50,00 €	2	100	4.716,98 €	2	120	5.660,38 €
Avec livraison	55,00 €	8	400	20.754,72 €	10	480	24.905,66 €
Abonnement 3 repas/semaine	35,00 €	5	250	8.254,72 €	6	300	9.905,66 €
Avec livraison	38,00 €	20	1000	35.849,06 €	24	1200	43.018,87 €
Repas à l'unité	12,00 €	7	350	4.292,45 €	8	420	5.150,94 €
Avec livraison	13,00 €	28	1400	18.490,57 €	34	1680	22.188,68 €
Nombre de repas		160	8000		192	9600	

Produit	Prix Client	Année 3			Année 4			Année 5		
		#/semaine	#/an	CA/an	#/semaine	#/an	CA/an	#/semaine	#/an	CA/an
Abonnement 5 repas/semaine	50,00 €	3	138	6.509,43 €	3	152	7.160,38 €	3	159	7.518,40 €
Avec livraison	55,00 €	11	552	28.641,51 €	12	607	31.505,66 €	13	638	33.080,94 €
Abonnement 3 repas/semaine	35,00 €	7	345	11.391,51 €	8	380	12.530,66 €	8	398	13.157,19 €
Avec livraison	38,00 €	28	1380	49.471,70 €	30	1518	54.418,87 €	32	1594	57.139,81 €
Repas à l'unité	12,00 €	10	483	5.923,58 €	11	531	6.515,94 €	11	558	6.841,74 €
Avec livraison	13,00 €	39	1932	25.516,98 €	43	2125	28.068,68 €	45	2231	29.472,11 €
Nombre de repas		221	11040		243	12144		255	12751	

The turnover is calculated on the basis of the price excluding VAT, but the customer price is highlighted here in order to have an overview of the prices charged.

These prices range from € 12 / meal sold individually to € 10 / meal as part of the 5 meals per week subscription, which therefore offers the most advantageous price. The price of deliveries is set at € 1 to cover the associated costs.

Turnover

Année 1		Année 2		Année 3		Année 4		Année 5	
Mois	Total	Mois	Total	Mois	Total	Mois	Total	Mois	Total
Mois 1	4.617,92 €	Mois 1	8.774,06 €	Mois 1	10.090,17 €	Mois 1	11.099,18 €	Mois 1	11.654,14 €
Mois 2	6.926,89 €	Mois 2	8.774,06 €	Mois 2	10.090,17 €	Mois 2	11.099,18 €	Mois 2	11.654,14 €
Mois 3	6.926,89 €	Mois 3	8.774,06 €	Mois 3	10.090,17 €	Mois 3	11.099,18 €	Mois 3	11.654,14 €
Mois 4	7.696,54 €	Mois 4	8.774,06 €	Mois 4	10.090,17 €	Mois 4	11.099,18 €	Mois 4	11.654,14 €
Mois 5	7.696,54 €	Mois 5	9.235,85 €	Mois 5	10.621,23 €	Mois 5	11.683,35 €	Mois 5	12.267,52 €
Mois 6	7.696,54 €	Mois 6	9.235,85 €	Mois 6	10.621,23 €	Mois 6	11.683,35 €	Mois 6	12.267,52 €
Mois 7	8.466,19 €	Mois 7	9.235,85 €	Mois 7	10.621,23 €	Mois 7	11.683,35 €	Mois 7	12.267,52 €
Mois 8	8.466,19 €	Mois 8	9.235,85 €	Mois 8	10.621,23 €	Mois 8	11.683,35 €	Mois 8	12.267,52 €
Mois 9	8.466,19 €	Mois 9	9.697,64 €	Mois 9	11.152,29 €	Mois 9	12.267,52 €	Mois 9	12.880,89 €
Mois 10	8.466,19 €	Mois 10	9.697,64 €	Mois 10	11.152,29 €	Mois 10	12.267,52 €	Mois 10	12.880,89 €
Mois 11	8.466,19 €	Mois 11	9.697,64 €	Mois 11	11.152,29 €	Mois 11	12.267,52 €	Mois 11	12.880,89 €
Mois 12	8.466,19 €	Mois 12	9.697,64 €	Mois 12	11.152,29 €	Mois 12	12.267,52 €	Mois 12	12.880,89 €
Total	92.358,49 €	Total	110.830,19 €	Total	127.454,72 €	Total	140.200,19 €	Total	147.210,20 €
Augmentation		20%		15%		10%		5%	

The turnover will therefore increase exponentially in the first few months at the start, then the growth will continue in the following years on a declining basis. It has been estimated that the company could reach over € 90,000 in turnover in the first year and that the increase could follow a rate of + 20, + 15, + 10, + 5% over the following four years for reach nearly € 150,000 in the fifth year.

Cost price

As can be seen below with the cost estimate, in the first year, the meals included in the subscriptions for five people per week have a selling price lower than the cost price. These subscriptions even have to wait until the third year to obtain a selling price higher than the cost price. It should be noted that the delivery can be considered correctly priced with this price of € 1.

	Année 1	Année 2	Année 3	Année 4	Année 5
Ventes	92.358,49 €	110.830,19 €	127.454,72 €	140.200,19 €	147.210,20 €
Coûts variables hors livraison	37.673,58 €	42.948,30 €	48.147,55 €	51.738,30 €	54.022,22 €
Frais de livraison	6.750,00 €	8.100,00 €	9.315,00 €	10.246,50 €	10.758,83 €
Coûts fixes	54.302,08 €	54.302,08 €	61.202,08 €	65.299,58 €	65.299,58 €
Nombre total de repas vendus	8000	9600	11040	12144	12751
Nombre total de repas livrés	6400	7680	8832	9715	10201
Coût de revient unitaire livraison	12,55 €	11,18 €	10,96 €	10,69 €	10,41 €
Coût de revient unitaire hors livraison	11,50 €	10,13 €	9,90 €	9,64 €	9,36 €

Fixed Costs

Intitulés	Année 1	Année 2	Année 3	Année 4	Année 5
Assurances	1.500,00 €	1.500,00 €	1.500,00 €	1.500,00 €	1.500,00 €
Leasing voiture	8.400,00 €	8.400,00 €	8.400,00 €	8.400,00 €	8.400,00 €
Taxes diverses	1.000,00 €	1.000,00 €	1.000,00 €	1.000,00 €	1.000,00 €
Cotisation sociale	- €	- €	- €	347,50 €	347,50 €
Frais de personnel	36.675,00 €	36.675,00 €	43.575,00 €	47.325,00 €	47.325,00 €
Loyer	1.800,00 €	1.800,00 €	1.800,00 €	1.800,00 €	1.800,00 €
Total	49.375,00 €	49.375,00 €	56.275,00 €	60.372,50 €	60.372,50 €

Regarding the fixed costs, they are made up of insurance and taxes, a lease of 700 € per month representing benefits in kind for the manager, as well as staff costs and rent. This rent is relatively low, 150 € per month, because it only includes one room which will then be converted into a kitchen meeting AFSCA standards.

Remuneration

For the details of salaries, which are expressed here in net, they will be 1,500 € / month for the manager for the first two years, adding to this the benefits in kind mentioned above, and 1,000 € / month for the managers. cooking students. A cook with access to the profession will be responsible for the project with the AFSCA and will be responsible for checking that the standards are respected in the kitchen, he will receive a monthly salary of € 125 in compensation.

The manager's compensation is therefore € 18,000 net for the first two years before increasing by € 3,000 in the third year and by € 3,000 in the fourth year. Students will see their salary increase slightly in the third year to keep up with the increase in sales.

Intitulés	Année 1	Année 2	Année 3	Année 4	Année 5
Rémunération dirigeant nette	18.000,00 €	18.000,00 €	21.000,00 €	24.000,00 €	24.000,00 €
Rémunération étudiant nette	12.000,00 €	12.000,00 €	15.000,00 €	15.000,00 €	15.000,00 €
Rémunération cuisinier nette	1.500,00 €	1.500,00 €	1.500,00 €	1.500,00 €	1.500,00 €
Total	31.500,00 €	31.500,00 €	37.500,00 €	40.500,00 €	40.500,00 €

Direct variable costs

Intitulés	Année 1	Année 2	Année 3	Année 4	Année 5
Achat de marchandises	28.773,58 €	34.528,30 €	39.707,55 €	43.678,30 €	45.862,22 €
Emballages et récipients livraison	600,00 €	700,00 €	800,00 €	900,00 €	1.000,00 €
Frais de livraison	6.750,00 €	8.100,00 €	9.315,00 €	10.246,50 €	10.758,83 €
Total	36.123,58 €	43.328,30 €	49.822,55 €	54.824,80 €	57.621,04 €

The direct variable costs are mainly made up of purchases of foodstuffs that will be ordered from a wholesaler recognized for the quality of its products, La Provençale. These costs are proportional to one third of meal sales. The containers used to deliver the meals included in the subscriptions will be returnable glass jars. These jars will then be returned on the next delivery and washed to allow efficient rolling. The delivery costs are calculated for about 100 km per day at a cost of 0.30 € / km and increase according to the number of meals delivered over the years.

Indirect variable costs

Intitulés	Année 1	Année 2	Année 3	Année 4	Année 5
Internet, téléphone	300,00 €	320,00 €	340,00 €	360,00 €	360,00 €
Produits d'entretien et petit matériel	800,00 €	1.000,00 €	1.100,00 €	1.200,00 €	1.200,00 €
Électricité, eau, gaz	2.200,00 €	2.400,00 €	2.600,00 €	2.700,00 €	2.700,00 €
Publicité et communication	2.000,00 €	2.000,00 €	1.600,00 €	1.400,00 €	1.400,00 €
Frais divers	2.500,00 €	2.000,00 €	2.000,00 €	1.500,00 €	1.500,00 €
Total	7.800,00 €	7.720,00 €	7.640,00 €	7.160,00 €	7.160,00 €

Regarding indirect variable costs, we find first of all the telecom subscription necessary for the proper functioning of the company, particularly in terms of order taking, which is estimated at 30 € / month and will increase over the years as well as the amount of orders to be processed. The combined bills for water, electricity and gas are estimated at over 2,000 euros per year. The cost of cleaning supplies, especially for the kitchen and delivery glass jars, will be around 1,000 euros per year. Marketing costs will be around 2,000 euros before decreasing over the years. They will therefore be higher during the first years in order to develop the reputation of the service in the region. Finally, the costs associated with any unforeseen events were estimated at around € 200 / month for year 1 before decreasing in subsequent years.

Risks

Regarding the risks, the company will be especially keen to find sufficient manpower, in particular at the level of volunteers to ensure an efficient turnover and of the cook having access to the profession.

The quality of the cooked meals, depending mainly on the participants in the kitchen, will also have to be carefully controlled, as will the participants themselves before joining the project.

Funding

Initial needs

Intitulés	Montant
Frais d'établissement	1.500,00 €
Site internet	1.500,00 €
Matériel et mobilier cuisine	20.000,00 €
Matériel de bureau	2.000,00 €
Aménagements cuisine	20.000,00 €
Trésorerie de départ	15.000,00 €
Total	60.000,00 €

The initial needs will be mainly related to the fitting out of the rented space in order to transform it into a kitchen meeting the standards of the FASFC. To do this, a total of 40,000 euros will be needed, divided between kitchen material and equipment, and the actual renovation work.

A cash flow of 15,000 euros will also be required to absorb the costs associated with the launch. The loss of cash during the first two years is around 7,000 euros, so it is necessary to have a cash flow of between 10,000 and 15,000 euros at the start to support these losses and maintain sufficient financial standing. in order to avoid any inconvenience.

Investment costs will also be included, as well as costs related to the website and office equipment such as a computer, telephone or desk.

Funding sources

Intitulés	Montant
Fonds propres	10.000,00 €
Crédit bancaire	40.000,00 €
Crédit Socamut	10.000,00 €
Total	60.000,00 €

	Années	Intérêt
Remboursement	8	1,5%

To finance these initial costs, the company will have recourse on the one hand to 10,000 euros of equity from the entrepreneur, but it will also have to resort to a bank loan, if possible combined with a subordinated loan from Socamut.

Regarding equity, the manager should look to what are commonly called the 3 Fs (Friends, Family and Folks) in order to finance these. The project is indeed modest and it is preferable for the entrepreneur to consolidate this sum on terms that will be more advantageous for him with his relatives, without however neglecting a consideration negotiated in advance with them.

The loan of € 50,000 euros meets the conditions for the granting of a loan from Socamut which would follow the same conditions as the bank loan, here over 8 years and at an annual interest rate of 1.5%. Socamut may also cover up to 75% of the guarantees of the bank loan.

The negative working capital requirement will also help finance the company's cash flow. Indeed the longer duration of the supplier period compared to that granted to the customer makes it possible to cover the financial need resulting from the discrepancies in the cash flows.

	Délai jours	Année 1	Année 2	Année 3	Année 4	Année 5
Volume de crédit client	15	3.036,44 €	3.643,73 €	4.190,29 €	4.609,32 €	4.839,79 €
Volume de dette Fm	45	4.453,59 €	5.341,85 €	6.142,51 €	6.759,22 €	7.103,96 €
Besoin en fond de roulement		(1.417,15) €	(1.698,11) €	(1.952,21) €	(2.149,90) €	(2.264,18) €

Appendices

Forecast balance sheet

Bilan Prévisionnel					
Actif					
	Année 1	Année 2	Année 3	Année 4	Année 5
Immobilisations incorporelles	2.400,00 €	1.800,00 €	1.200,00 €	600,00 €	- €
Frais d'établissement	1.200,00 €	900,00 €	600,00 €	300,00 €	- €
Site internet	1.200,00 €	900,00 €	600,00 €	300,00 €	- €
Immobilisations corporelles	37.766,67 €	33.533,33 €	29.300,00 €	25.066,67 €	20.833,33 €
Matériel	17.500,00 €	15.000,00 €	12.500,00 €	10.000,00 €	7.500,00 €
Matériel de bureau	1.600,00 €	1.200,00 €	800,00 €	400,00 €	- €
Aménagements cuisine	18.666,67 €	17.333,33 €	16.000,00 €	14.666,67 €	13.333,33 €
Stock	- €	- €	- €	- €	- €
Créances	3.036,44 €	3.643,73 €	4.190,29 €	4.609,32 €	4.839,79 €
Trésorerie	8.633,30 €	11.859,53 €	17.693,87 €	26.755,87 €	39.088,62 €
	- €	- €	- €	- €	- €
Total Actif	51.836,41 €	50.836,59 €	52.384,16 €	57.031,86 €	64.761,74 €
Passif					
	Année 1	Année 2	Année 3	Année 4	Année 5
Capitaux propres	3.632,82 €	7.994,75 €	14.991,65 €	25.272,63 €	38.907,77 €
Capital	10.000,00 €	10.000,00 €	10.000,00 €	10.000,00 €	10.000,00 €
subsidies	- €	- €	- €	- €	- €
Résultat reporté	(6.367,18) €	(2.005,25) €	4.991,65 €	15.272,63 €	28.907,77 €
Dettes	48.203,59 €	42.841,85 €	37.392,51 €	31.759,22 €	25.853,96 €
Banques	43.750,00 €	37.500,00 €	31.250,00 €	25.000,00 €	18.750,00 €
Frn	4.453,59 €	5.341,85 €	6.142,51 €	6.759,22 €	7.103,96 €
Total Passif	51.836,41 €	50.836,59 €	52.384,16 €	57.031,86 €	64.761,74 €
Différence	- €	- €	- €	- €	- €

Forecast Profit and Loss

Compte de résultat prévisionnel					
	Année 1	Année 2	Année 3	Année 4	Année 5
Produit d'exploitation	92.358,49 €	110.830,19 €	127.454,72 €	140.200,19 €	147.210,20 €
CA (HTVA)	92.358,49 €	110.830,19 €	127.454,72 €	140.200,19 €	147.210,20 €
Charges d'exploitation	36.123,58 €	43.328,30 €	49.822,55 €	54.824,80 €	57.621,04 €
Achats (HTVA)	36.123,58 €	43.328,30 €	49.822,55 €	54.824,80 €	57.621,04 €
Marge brute	56.234,91 €	67.501,89 €	77.632,17 €	85.375,39 €	89.589,16 €
Charges fixes	12.700,00 €	12.700,00 €	12.700,00 €	13.047,50 €	13.047,50 €
Assurances	1.500,00 €	1.500,00 €	1.500,00 €	1.500,00 €	1.500,00 €
Leasing voiture	8.400,00 €	8.400,00 €	8.400,00 €	8.400,00 €	8.400,00 €
Taxes diverses	1.000,00 €	1.000,00 €	1.000,00 €	1.000,00 €	1.000,00 €
Cotisation sociale	- €	- €	- €	347,50 €	347,50 €
Loyer	1.800,00 €	1.800,00 €	1.800,00 €	1.800,00 €	1.800,00 €
Charges variables	8.300,00 €	7.720,00 €	7.640,00 €	7.160,00 €	7.160,00 €
Internet, téléphone	300,00 €	320,00 €	340,00 €	360,00 €	360,00 €
Produits d'entretien et petit matériel	800,00 €	1.000,00 €	1.100,00 €	1.200,00 €	1.200,00 €
Électricité, eau, gaz	2.200,00 €	2.400,00 €	2.600,00 €	2.700,00 €	2.700,00 €
Publicité et communication	2.500,00 €	2.000,00 €	1.600,00 €	1.400,00 €	1.400,00 €
Frais divers	2.500,00 €	2.000,00 €	2.000,00 €	1.500,00 €	1.500,00 €
Valeur ajoutée	35.234,91 €	47.081,89 €	57.292,17 €	65.167,89 €	69.381,66 €
Autres charges	41.602,08 €	41.602,08 €	48.502,08 €	52.252,08 €	52.252,08 €
amortissements	4.833,33 €	4.833,33 €	4.833,33 €	4.833,33 €	4.833,33 €
Rémunération gérant	22.500,00 €	22.500,00 €	26.250,00 €	30.000,00 €	30.000,00 €
Rémunération employés	12.600,00 €	12.600,00 €	15.750,00 €	15.750,00 €	15.750,00 €
Rémunération cuisinier	1.575,00 €	1.575,00 €	1.575,00 €	1.575,00 €	1.575,00 €
Charge financières	93,75 €	93,75 €	93,75 €	93,75 €	93,75 €
EBITDA	(1.440,09) €	10.406,89 €	13.717,17 €	17.842,89 €	22.056,66 €
Résultat avant impôts	(6.367,18) €	5.479,80 €	8.790,09 €	12.915,80 €	17.129,57 €
Impôts	- €	1.117,88 €	1.793,18 €	2.634,82 €	3.494,43 €
Résultat net	(6.367,18) €	4.361,92 €	6.996,91 €	10.280,98 €	13.635,14 €

Cash flow

Trésorerie												
	Répartition mensuelle - Année 1											
	Mois 1	Mois 2	Mois 3	Mois 4	Mois 5	Mois 6	Mois 7	Mois 8	Mois 9	Mois 10	Mois 11	Mois 12
Encaissement clients d'affiliés	4.628,78 €	7.024,28 €	7.024,28 €	7.090,11 €	7.090,11 €	7.090,11 €	7.090,11 €	7.090,11 €	7.090,11 €	7.090,11 €	7.090,11 €	7.090,11 €
Encaissement clients	261,89 €	400,43 €	400,43 €	406,61 €	406,61 €	406,61 €	406,61 €	406,61 €	406,61 €	406,61 €	406,61 €	406,61 €
TVA sur CA	1.613,02 €	2.388,42 €	2.388,42 €	2.396,85 €	2.396,85 €	2.396,85 €	2.396,85 €	2.396,85 €	2.396,85 €	2.396,85 €	2.396,85 €	2.396,85 €
Décaissements achats	1.435,05 €	2.338,14 €	2.338,14 €	2.338,17 €	2.338,17 €	2.338,17 €	2.338,17 €	2.338,17 €	2.338,17 €	2.338,17 €	2.338,17 €	2.338,17 €
Achats	1.779,98 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €
TVA sur Achats	1.088,33 €	1.088,33 €	1.088,33 €	1.088,33 €	1.088,33 €	1.088,33 €	1.088,33 €	1.088,33 €	1.088,33 €	1.088,33 €	1.088,33 €	1.088,33 €
Charges fixes	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €
Charges diverses	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €	700,00 €
Leasing voiture	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €
Taxes diverses	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €	83,33 €
Collation sociale	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €
Loyer	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €	150,00 €
Charges	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €	2.502,29 €
Internet, téléphonie	66,67 €	66,67 €	66,67 €	66,67 €	66,67 €	66,67 €	66,67 €	66,67 €	66,67 €	66,67 €	66,67 €	66,67 €
Produits d'entretien et petit matériel	183,33 €	183,33 €	183,33 €	183,33 €	183,33 €	183,33 €	183,33 €	183,33 €	183,33 €	183,33 €	183,33 €	183,33 €
Electricité, eau, gaz	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €
Publicité et communication	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €
Frais divers	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €	208,33 €
Remunérations	3.066,25 €	3.066,25 €	3.066,25 €	3.066,25 €	3.066,25 €	3.066,25 €	3.066,25 €	3.066,25 €	3.066,25 €	3.066,25 €	3.066,25 €	3.066,25 €
Rémunération gérant	1.875,00 €	1.875,00 €	1.875,00 €	1.875,00 €	1.875,00 €	1.875,00 €	1.875,00 €	1.875,00 €	1.875,00 €	1.875,00 €	1.875,00 €	1.875,00 €
Rémunération employés	1.050,00 €	1.050,00 €	1.050,00 €	1.050,00 €	1.050,00 €	1.050,00 €	1.050,00 €	1.050,00 €	1.050,00 €	1.050,00 €	1.050,00 €	1.050,00 €
Rémunération cuisiner	131,25 €	131,25 €	131,25 €	131,25 €	131,25 €	131,25 €	131,25 €	131,25 €	131,25 €	131,25 €	131,25 €	131,25 €
Charges financières	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €
Remboursement crédits (capital + intérêts)	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €	528,65 €
Impôts	1.117,88 €	1.117,88 €	1.117,88 €	1.117,88 €	1.117,88 €	1.117,88 €	1.117,88 €	1.117,88 €	1.117,88 €	1.117,88 €	1.117,88 €	1.117,88 €
Équipement de TVA	(88,83) €	(140,14) €	(133,71) €	(148,93) €	(141,27) €	(158,39) €	(157,28) €	(158,39) €	(158,39) €	(158,39) €	(158,39) €	(158,39) €
Mouvement de trésorerie	(2.405,05) €	(999,18) €	(999,18) €	(530,56) €	(530,56) €	(530,56) €	(530,56) €	(530,56) €	(530,56) €	(530,56) €	(530,56) €	(530,56) €
Trésorerie de départ	15.000,00 €	12.594,95 €	11.595,76 €	10.596,58 €	10.096,02 €	9.595,47 €	9.094,91 €	8.594,35 €	8.093,79 €	7.593,23 €	7.092,67 €	6.592,11 €
TRESORERIE	12.594,95 €	11.595,76 €	10.596,58 €	10.096,02 €	9.595,47 €	9.094,91 €	8.594,35 €	8.093,79 €	7.593,23 €	7.092,67 €	6.592,11 €	6.091,55 €

Financial analysis

Breakeven point

	Year 1	Year 2	Year 3	Year 4	Year 5
Turnover	92.358,49 €	110.830,19 €	127.454,72 €	140.200,19 €	147.210,20 €
Break Even Point	104.626,44 €	100.671,13 €	111.448,10 €	117.048,76 €	116.618,50 €
Difference	-12.267,95 €	10.159,06 €	16.006,62 €	23.151,43 €	30.591,70 €

EBITDA and Net Result

	Year 1	Year 2	Year 3	Year 4	Year 5
EBITDA	-1.440,09 €	10.406,89 €	13.717,17 €	17.842,89 €	22.056,66 €
Net Result	-6.367,18 €	4.361,92 €	6.996,91 €	10.280,98 €	13.635,14 €

Self-financing capacity and Working capital

	Year 1	Year 2	Year 3	Year 4	Year 5
Self-financing capacity	-1.533,84 €	9.195,26 €	11.830,24 €	15.114,31 €	18.468,47 €
Working capital	-1.417,15 €	-1.698,11 €	-1.952,21 €	-2.149,90 €	-2.264,18 €