



Chinese Restaurant Business Plan

This sample *NxLevel™* Start-up Business Plan was originally written by a class participant, and subsequently modified to protect proprietary information. As it is primarily a student's work, it is not represented to be a "perfect" business plan, although the presentation is in keeping with the *NxLevel™* format and content. It can be used as a sample of what a business plan might contain, and as a model for constructing the various sections.

Your instructor may ask that you review certain sections and suggest improvements, modifications or additions. The purpose of each individual business plan may be different, with varied intended readers. You may also be asked to discuss what information might need to be included or deleted based on the purpose of the plan.

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I. Executive Summary

Twin Suns Chinese Restaurant is a proposed fast food restaurant located at 100 East A Street, Matown, Missouri. It offers a variety of menu selections with a special appeal to the health conscious public profiled in the Marketing section of this plan. Chinese food is relatively low in calories and high in nutrition. Its many rice, chicken, and vegetable dishes attract weight conscious persons from all walks of life.

The rising number of single parent families with less time to prepare meals and those individuals wanting to spend more leisure time free from meal preparation are raising the number of fast food and take out patrons. Chinese fast food is perceived as a good value because you get a lot of food for not a lot of money. According to a study by the National Restaurant Association, from 1990-1992, Chinese was one of the three top ethnic foods and Chinese food customer traffic was up 31.5%, growing 20% annually. That compares to a 5.5% increase in the rest of the fast food industry. The NRA reported the average purchase at most Chinese fast food restaurants to be just over \$5.00. Twin Suns has projected an average of one hundred twenty persons per day, or \$18,000 in monthly sales.

Twin Suns is being developed by Wilma Blaker, owner and President. As an educator, she has worked with the public for thirty years. She is a graduate of the local Entrepreneurial Development Class which was sponsored by the University of Missouri Cooperative Extension. Guy Blaker, Vice President, and computer consultant is available as requested. Chu Sang, Manager and Cook is in charge of production and operations. Her expertise in the art of Chinese cooking and management is second to none and invaluable to Twin Suns' success.

The Advisory Council consists of an attorney, a CPA, an insurance agent, a bank loan officer, and a fast food chain retailer. This team is available on a consultant basis as needed and compensated as per job. Their contributions are very beneficial to Twin Suns.

Twin Suns' direct competition are the one Chinese dine-in and the seven other fast food restaurants in Matown. However, since Matown serves a shopping populous of 50,000, the community appears to be able to support Twin Suns and the existing businesses. Twin Suns' competitive edge is its healthful Chinese menu choices served instantly. The exquisite sauces and seasonings have been perfected to produce the most flavorful, appetizing, and attractive dishes. The Cook has had over seven years of experience developing some of her own recipes.

The marketing plan will involve an intense advertising campaign prior to opening and during the first month of business. Flyers to the YMCA and on cars at ball games, 30 second radio spots and newspaper coverage, including ads, are a few of the tactics planned. The full menu will be offered to the local merchants at a pre-grand opening celebration. Press releases will gain added publicity. On going radio spots, newspaper ads, discount cards, flyers, and coupons will keep Twin Suns in competition.

An initial sum of \$40,000 is needed to obtain the equipment, fixtures, and supplies to get the business and the building ready. The owner will pledge her house as collateral for the note. The payments will be made monthly and when the finances allow, double payments will be made to hasten paying off the note at an earlier date.

Twin Suns is in the start-up stage. Licensing, registering the name, and state and local inspections and requirements are being arranged. The building will be ready and the grand opening is projected for January 3, 1996. Twin Suns Chinese Restaurant pledges to provide the Matown Community with an outstanding eating establishment, offering the finest Chinese cuisine.

Section II. Background Information

A. Personal Information

Personal Profile of Skills and Experience

Wilma Blaker, the owner, has worked for the public for thirty years. She has developed extensive organizational and management skills. Mrs. Blaker has apprenticed as a cook, hostess and waitress at a restaurant in a neighboring community for the past year in preparation for this venture. By experiencing all elements of the business, and by questioning and studying many surrounding businesses, Mrs. Blaker is better prepared to begin the Twin Suns venture.

Mrs. Blaker has excellent people skills, and feels uniquely qualified to find the right mix of employees to make the Twin Suns Restaurant one of the premiere fast-food restaurants in the area.

Personal Financial Capability Statement

Mrs. Blaker has in personal reserve \$25,000 for working capital once the business is open. She is willing to pledge her house as collateral for the loan required to cover start-up expenses (this house has significant equity). A modest \$6,000 owner's draw will cover the owner's other personal living expenses until the business is up and profitable.

B. Business Concept

Statement of Purpose (Mission Statement)

The purpose of Twin Suns is to offer an appetizing Chinese Food menu in a pleasant, appealing atmosphere in Matown, Missouri. The food is served in an organized, speedy but orderly manner to those patrons who wish to dine in or carry out. The clientele served includes all ages and walks of life.

Business Goals and Objectives

Goal #1: Open the business by January 3, 1996

- Objectives:**
- 1) Follow planning chart activities
 - 2) Establish banking relationship
 - 3) Prepare building site
 - 4) Hire employees

Goal #2: Meet or exceed projected 1st year sales of \$216,000

- Objectives:**
- 1) Keep a close eye on cash flow
 - 2) Watch critical expense categories
 - 3) Constantly monitor food usage and spoilage
 - 4) Maintain high customer service standards

Goal #3: Exceed \$375,000 in sales by Year 3

- Objectives:**
- 1) Provide excellent customer service
 - 2) Increase marketing efforts
 - 3) Train and re-train employees
 - 4) Develop employee benefit package
 - 5) Consider building addition or second edition

General Description of the Business

Twin Suns Chinese Restaurant is a proposed fast food restaurant located at 100 East A Street, Matown, Missouri. It offers a variety of menu selections with a special appeal to the health conscious public profiled in the Marketing section of this plan. Twin Suns is being developed by Wilma Blaker, owner and President. Twin Suns' competitive edge is its healthful Chinese menu choices served instantly. The exquisite sauces and seasonings have been perfected to produce the most flavorful, appetizing, and attractive dishes. The Cook has had over seven years of experience developing some of her own recipes. Twin Suns is in the start-up stage. Twin Suns Chinese Restaurant pledges to provide the Matown Community with an outstanding eating establishment, offering the finest Chinese cuisine.

Section III. Description of Products / Services

Features of Proposed Products / Services

Unique Features

In contrast to regular Chinese food restaurants which involve waiting for the food to be prepared, Twin Suns is a fast food service where the product is almost instantly served. The food is quickly available because of a special daily, in house, pre-cooking process of the meat substances. Also, a wok is used solely for the steaming of vegetables which keeps them readily available. The computerized register sends the order back to the cook who immediately fills it. By the time the drinks are served and the cash transaction completed, the food order is ready. The well rounded Chinese menu is an enticing change from the standard burgers and sandwiches. The fast service especially appeals to those "always-in-a-hurry" people in our society.

Benefits to Customers

Benefits Of Twin Suns

- Nutritious, low fat, quality food
- Quality, quick, friendly service
- Quantity for the money
- Open daily 11:00 A.M. to 10:00 P.M.
- Clean, cheerful surroundings/courteous employees
- Convenient with adequate parking

Proprietary Aspects of Products / Services

Trademarks, Patents, Copyrights, Licenses, Royalties

Twin Suns Restaurant and accompanying Twin Suns logo is a registered trademark in Milford, W. Virginia. Permission to use the same trademark is being obtained from their attorney. If the permission is denied, another name will be chosen.

Stage of Development & Production Plan

Stage of Development

Fast food Chinese cooking is a relatively new innovation in the restaurant industry. The Kitchen Manager/Cook has had seven years of Chinese restaurant experience with one and half year in Chinese fast food service. Twins Suns is at present still in the start up stage with a projected opening date of January, 1996.

Manufacturing Facilities

Twin Suns is located at 100 East A in the A & B Shopping Center. It is one block off of the main traffic route which is Highways 10 & 43. The building has a seating capacity of 61. It has a large entry way and a bright, open dining area. The kitchen is equipped with a four hole wok, a deep fat fryer, rice cooker and warmer, a refrigerated serving table and all of the accompanying conveniences to produce the Chinese menu items. A large back room accommodates the refrigeration and storage needed.

(See the floor plan in the appendix.)

Environmental Factors

Because of the high cost factor of the means needed to sanitize the tableware, disposable tableware is used. The paper products are environmentally safe. The sanitation department (trash collection) removes the waste products on a daily basis.

Future Research and Development

A building has been located for Twin Suns with a few alterations to be done. The existing vent hood in the kitchen needs a chemical fire extinguisher installed, a couple of exit signs replaced and a wall repaired in the kitchen. After some painting and major cleaning, it will be ready for business. All equipment and fixtures have been located and arrangements for installation made. A cash flow projection has been put together and an SBA loan pending. Advertising, menu, pricing, and suppliers have been located and all will be implemented according to schedule before opening.

Production

The meat items are purchased fresh or frozen but are put through a partial cooking process (before opening hours) which expedites the cooking process at the time of the order. Vegetables are purchased fresh and are cooked (steamed) on the wok as ordered. The rice cooker cooks and holds the rice until served. The only products made from scratch are the special sauces. The two counter staff take orders, fill drinks, and manage the dining area. The cooks fill the orders and serve them through the service window.

Product Limitations

In the food service, perishability and shelf life of canned and packaged goods is a constant factor. Fresh vegetables are used daily or can be refrigerated up to four days depending on consumption. Meat items are cooked and used on a daily basis. Shelf stored items are dated and used before the expiration dates. The seating capacity is limited to 61. The number of employees is adjusted to accommodate the rush hours.

Purchasing & Paying Suppliers

All food and paper products will be purchased through Natco Sysco or Cashway wholesale distributors and paid by check under their terms which is usually twice a

month. Deliveries are made twice a week and the choice of suppliers will be made upon pricing as the quality of goods is similar. Orders are placed by phone as inventory is assessed. An invoice is delivered with the goods but billings are sent two weeks after delivery payable upon receipt. Beverage orders are placed with the local Seven Up Company who delivers weekly and is paid under terms of 2% 10th, net 30.

Inventory Control

As inventory items are received, they are checked off against the original order form and then entered into the computer. As these items are taken from stock and used daily, they are checked on a depletion form and entered in the computer. This process keeps up-to-date totals of all stock items and perishables and is necessary for weekly ordering. As orders are taken and entered in the computerized register, those menu items are recorded and categorized. This is helpful when ordering and when deciding if any menu changes should be made.

Order Processing

- Order placed and paid for by customer with counter personnel.
- As the order is punched into computerized register, the cook receives it in the kitchen.
- Food is processed within one to three minutes and is served through the window to counter staff who gives order to customer.
- Counter staff has meanwhile served drinks and tableware to customer.
- Customer either finds table to dine at or carries order out.

Future Products / Services

Related Services and Spin-offs

The services added after the business is established are home deliveries and catering. Local contacts have indicated an interest in both. Catering requires extra part time personnel. Deliveries require additional liability insurance to cover those making the deliveries. These services will be added to increase sales. To please the patrons and stimulate continued and new patronage, new recipes and menu items are added periodically.

Capital Requirements for New Marketplaces (see new markets chart next page)

Deliveries: Would increase inventory but cost is covered because of pay as served policy. Would be made by owner's vehicle which would necessitate a business liability policy but premium would be covered by owner's policy.

Catering: Would increase inventory but cost is covered because of pay as served policy. Would require additional employee(s) @ \$4.75 /hour.

Buffet: _____ Serving island would be installed, approximate cost is \$3000-\$6000, probably purchased by business revenues or short term note.

New Marketplaces

New Service Deliveries	Clientele <ul style="list-style-type: none"> • Private Homes • Businesses • College Dorms 	Projected Revenues Increase Sales Approx. 12-20% <small>(Simman's Mkt. Research Bureau, Inc., 1993)</small>
Catering	<ul style="list-style-type: none"> • Private Dinner Parties • Local Businesses/Meetings • On Premises Meetings 	Increase Sales
Buffet	<ul style="list-style-type: none"> • On Premises Patrons 	Increase Sales

Personnel Requirements for New Marketplaces

<u>Job Title</u>	<u>Job Description</u>	<u>Wages</u>	<u>Benefits</u>
Manager	Hire and train delivery persons and servers. Supervise and coordinate catering services.	Included in present wages	Share in tips.
Delivery Person	Delivers orders to patrons with call in orders.	\$4.75/hr	Share in tips.
Servers	Serve parties and meetings held on/off premises.	\$4.75/hr	Share in tips.

Exit Strategy

Down the road, after the owner's home equity has been restored by the loan being paid in full, the owner plans to sell the business. The manager would be given first choice, but if she declines, the business would go on the market.

Section IV. Management Structure and Organization

Legal Form and Ownership

The legal form of ownership chosen for Twin Suns at the moment is a sole proprietorship. This legal structure was chosen for the time being because of ease of entry and limited cost. However, all required licenses, permits and other legal requirements will be appropriately pursued. Mrs. Blaker will own 100% of the business. A Sub-chapter S Corporate election will be reviewed and discussed with the attorney after the first year of operation.

Management and Personnel

Management Team

President–Job Description:

- Responsible for financial record keeping including all accounts receivable and accounts payable
- Payroll dispensation & record keeping of such
- Approve all hiring and terminating of employees upon recommendation of Manager
- Oversee all business transactions
- Approve all sales promotions
- Print monthly financial statement

President—Wilma Blaker—Qualifications:

- Graduate of Fort Hays State University with BS in Education, Hays, KS
- Graduate courses at UNK, Kearney, MO
- As educator has worked with public for thirty years
- Very good organizational and managerial skills
- Entrepreneurial Training Class
- *(Resume: see Appendix A)*

Vice President–Job Description:

- Available on a consultation basis as requested by President

Vice President—Guy Blaker—Qualifications:

- BA and MS in math degrees, FHSU, Hays, KS.
- Knowledge of computers and serves as computer coordinator and consultant for Public Schools
- Entrepreneurial Training Class

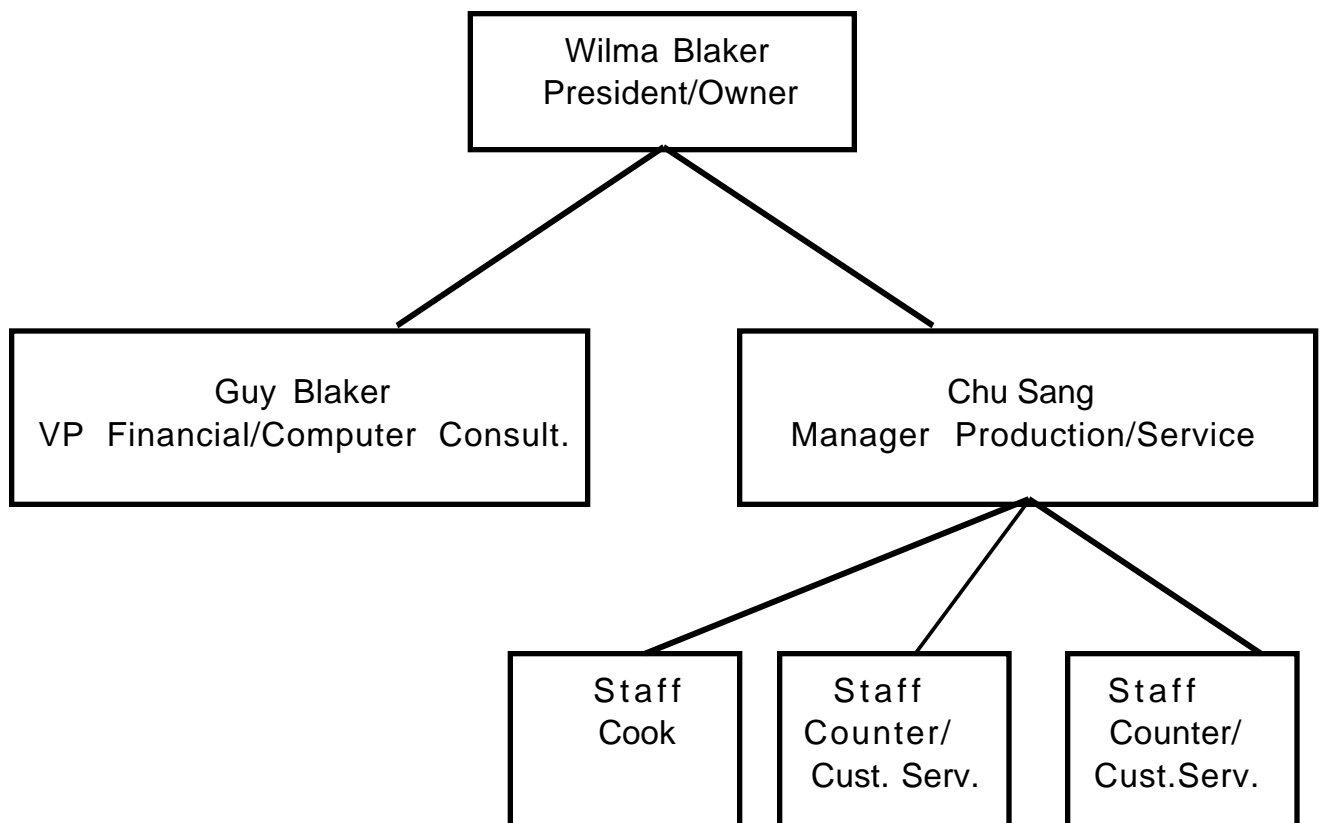
Manager–Job Description:

- Hire, train, and supervise(with President's approval) all kitchen and counter personnel
- Perform initial cooking duties and assist newly trained personnel
- Order and keep inventory of all food products and supplies
- Maintain quality control
- Initiate sales promotions in conjunction with President

Manager—Chu Sang—Qualifications:

- Associate Degree, Matown Community College
- Seven years of experience in Chinese food service
- Has experience in training and supervision of staff
- Possesses managerial qualities
- *(Resume: see Appendix A)*

Management Organization Chart



Compensation and Ownership

Name	Salary	Ownership	Benefits
Wilma Blaker, Pres.	\$6,000	100%	100% profits
Guy Blaker, V. Pres.	\$0	WROS	0%
Chu Sang, Manager	\$23,400	0%	0% profits

Employee Training and Incentives

Employees are hired by the owner and manager and trained by the manager.

Training for counter staff includes:

- Operation of computerized register
- Developing rapport with customers
- Dispensing/serving beverages
- How to handle dining room traffic
- Clean up of dining room, entry, and restrooms
- Cleanliness & safety procedures

Training for cooks includes:

- Learn to read computer screen
- Learn how to cook/prepare menu items
- Cleanliness & safety procedures

Employee Benefits/Incentive:

- Eligible for quarterly \$.15 wage increments
- One free medium drink per four hour shift
- Offer 25% discount on food items
- Monetary bonus when monthly sales reaches established goal
- Esteem building inspiring meetings held once monthly in conjunction with safety meeting.

Outside Services / Advisors

<u>Name</u>	<u>Title/Contributions</u>	<u>Compensation</u>
Pat Metaly	Attorney: Assist with legal contracts and agreements. Advise of legal obligations concerning employees and patrons.	As per job as needed
Rhonda Smithe	CPA: Assist with tax and accounting questions.	As per job as needed
Lon Heiser Marshall Ins.	Insurance Agent: Supply info on insurance liabilities	None
Joyce Fey First Nat'l Bank	Bank Loan Officer: Supply Financial loan & SBA info.	None
Mike Jones	Food Business: Offer support and advise on fast food services.	None

Administrative Policies, Procedures & Controls

Monitoring Budget

The margin of profit in a food service is usually rather low. Therefore, Twin Suns' owner and the manager will monitor the budget very closely. The menu items are sold and entered in the computer and later retrieved with the inventory costs and the profits noted. Weekly printouts are evaluated and price changes made only when needed.

Management Reports

The owner, manager, and employees of Twin Suns will meet once monthly where all personnel concerns are discussed. Employer suggestions are encouraged in regard to increasing sales and for finding solutions to any existing problems. Sales goal sheets are shared with the employees at the monthly meeting. The profit and loss statements and balance sheet are printed at this time also, but are shared only by the management team of owner and manager. The owner and manager also meet weekly to keep abreast of all aspects of the business.

Documents & Paper Flow

- Cash register paper – Customer's receipt for sales
- Computer paper – Reports printed: weekly inventory, end of month
- Deposit book – Daily deposits.
- Check book – Payroll and accounts payable.

Insurance / Risk Management

If the President, who is owner of the business, becomes deceased, the Vice President has the Right of Ownership and thus becomes the new owner. The Vice President is the beneficiary of the President's personal life insurance which would be, if he so chose, adequate to pay off the existing/remaining loan.

The manager and working staff would have disability insurance through the business policy with Lon Heiser, Marshall Insurance, Matown, MO. The annual premium is \$2500 which includes workman's compensation and liability coverage.

Product Liability

Food service lends itself to a variety of possible liabilities. Even though the personnel is trained to produce the best quality food products and service, there are some risk factors: food poisoning; choking; allergic reactions; and accidents by both patrons and personnel within or nearby the premises. The insurance requirements are basic fire code regulations and offer complete liability coverage and workman's compensation. Yearly premiums are \$2500.

Government Approvals

Stringent regulations are met and adhered to from the State and U.S. Dept. of Labor(OSHA); the Dept. of Agriculture, Bureau of Dairies and Foods; the Missouri Department. of Revenue; and the IRS. Inspections by the State Sanitation Inspector and the State Fire Marshall are made prior to opening and periodically thereafter.

Security Systems

- All cash is placed in the bank's night deposit daily. After closing, the building is locked with the beverage sign lighted in the front room and a small wattage light in the kitchen/work room.
- All confidential information and the special sauce mix recipe are kept on file in the computer under password access known only by the owner, computer consultant, and the manager.
- All computer data will be backed up on a daily basis.

Risk Analysis–Alternatives

Needed capital unavailable:	Search out other bankers. Re-adjust the size of the business. Cut the budget. Cut the menu options. Cut number of employees.
Sales projections prove wrong:	Consult with banker immediately. Re-evaluate the budget. Consult with someone with similar business in another area. Make business cuts in menu, supplies, operating expenses, salaries, employees.
Costs become too high	Raise prices. Find new suppliers. Consult with other similar businesses. Consult with banker.
Competition destroys marketplace position	Lower prices as much as possible. Use more competitive advertising. Change the store hours. Get the employees involved and allow for more days off. Change the menu to be different from other stores.
Needed labor is unavailable	Hire more high school and college students. Offer more flex time. Increase wage benefits if possible. Cross train employees.
Supply deficiencies develop:	Check with other wholesale suppliers. Change menu options. Change recipes to utilize what is available. Purchase locally if affordable.
Government interference arises:	Bring store into compliance with regulations.
Liability occurs:	Consult with lawyer Consult with insurance agent. Try to settle with client without litigation.
Personnel/Management Problems:	Resolve on a one to one basis if possible. Counsel with party or parties involved. Release and hire new staff if problems can't be resolved.

Salvaging Assets

If all above efforts to salvage the business have been exhausted, Twin Suns Restaurant will be sold. With the exception of the owner's personal computer, all equipment and fixtures will be sold back to the warehouse supplier. The building is leased and therefore not part of the business. Non perishables will be returned for credit. Dated goods or perishable items will be offered to a local restaurant. All sales after the date of closure will be applied toward the balance of the business loan. Whatever loan balance remains, is the responsibility of the owner.

Section V. The Marketing Plan

A. Industry Description

Background of the Industry

Current Size

From a report in "Restaurants and Institutions", July 1 issue, In 1994, the total sales for the top 400 restaurants as rated by Fortune was \$167.0 billion, 6.8% over the previous year. Of this amount, fast food accounted for more than half or \$86.2 billion.

Growth Potential

People are becoming more health conscious and eating more vegetables which are basic to Chinese dishes. Appealing to this segment of society, Asian fast-food units are growing at an annual rate of 20%, according to NRA data. Customer traffic is also up 31.5% compared with a 5.5% increase for the rest of the fast-food industry.

Geographic Location

Typically, Asian food units have been concentrated in the larger cities and nearer the coasts. According to "Nations Restaurant News", Oct. 5, 1992, the numbers of immigrants increased during the latter 70's and early 80's and many of them have located in the Midwest. Chinese family restaurants have thus been established throughout the whole U.S. and fast food franchise chains are now developing.

Seasonality

Seasonality trends are based on national three year averages for the fast food industry. Radio Advertising Bureau Research found these monthly percentages of annual sales: Jan. 7.1%, Feb. 6.9%, Mar. 8.0%, Apr. 8.2%, May 8.5%, June 8.7%, July 9.1%, Aug. 9.2%, Sept. 8.6%, Oct. 8.7%, Nov. 8.3%, Dec. 8.7%. Valentine's Day, Mother's Day, Birthdays, and other holidays tend to be high volume days.

Profit Characteristics

According to the Robert Morris Association Annual Statement Studies, 1994, the fast food restaurant gross profit is 63% of sales. The net profit is 4.4%.

According to a Forbes report on thirteen restaurant chains, the median net profit margin was 4.6%

Distribution Networks

- Small family restaurants
- Independently owned restaurants/cafes
- Chain restaurants/fast food
- Franchise restaurants/fast food
- Mall food service units

Current and Future Trends

Industry Trends

Health and convenience are two major reasons the Chinese fast-food industry is growing. Everybody likes it and it's good for your health. Young children are influencing their parents to eat out more and 85% of the time choose fast food, according to *Consumer Reports, August, 1994*. Single parent families are increasing and have less time to spend on food preparations so they spend more on take-out and deliveries. Americans are also not wanting to lose their declining leisure time so they go to fast food restaurants to save time.

Business Fit in the Industry

There are no anticipated problems competing with the other eating establishments in Matown. The Matown businesses have always been supportive to new enterprise. Matown draws a shopping crowd of around 50,000 people. That's approximately 41,500 additional people coming into and through Matown on a weekly or bi-weekly basis. Most of those shoppers will eat at least one meal while in the city. This appears to be a large enough population base to adequately support Twin Suns and the existing food businesses.

B. The Market

Customer Profile / Trade Area

Customer Profile

Sex	Male/Female
Age	<ul style="list-style-type: none"> • 18-54 singles, parents w/children, couples • College students • High School students • All ages
Profession	<ul style="list-style-type: none"> • Technical/clerical/sales • Professional/manager • Precision/craft • Students • Other employed
Geographic	Matown trade area including Northwestern Kentucky (50,000 people)
Income	\$30,000 or more highest number \$0-\$29,000 also
Life Style	<ul style="list-style-type: none"> • Health conscious • Busy, full schedules • Single parents with children • Two parents with children • Couples • Employed full time/not employed
Personality	<ul style="list-style-type: none"> • Active, busy • Health conscious

Market Size and Trends

Target Market Profile

Market Niche

Twin Suns will target the following age categories in descending order.

- Health conscious 18-54 yr. Old (*5362 + 480 college students)
- Students, youth 13-17 yrs. Old (*959)
- Children below 13 (*2177)
- Adults 55 and up (*3207)

(* number in Blue Spruce County, 1990 Census)

Children and youth usually influence the families choice to eat out. So, they are targeted before the adult group.

C. Competition

Direct and Indirect Competition

COMPETITIVE MATRIX CHART

	Price	Quality	Unique Features	Marketing Advertising	Local Location	Strengths/ Weaknesses
TWIN SUNS	3.00 - 8.00	Excellent	<ul style="list-style-type: none"> • Nutritious/ Low Fat • Quality for the money • Speed of Service • Consistent outstanding flavor 	<ul style="list-style-type: none"> • Flyers • Discount cards • Word of mouth • Radio • Newspaper ads 	<ul style="list-style-type: none"> • 1 block from hwy • In small shopping center 	<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Speed • Open Daily 11-10 • Fresh, healthful quality food <p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • No drive thru service
McDonalds	3.00 - 6.00	Good	<ul style="list-style-type: none"> • Speed • Universal Menu 	<ul style="list-style-type: none"> • Franchise TV ads • Local merchant discount promo 	<ul style="list-style-type: none"> • On major highway 	<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Speed • Drive thru • Open Daily 6-11 • Price <p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • High fat content
Subway	4.00 - 7.00	Good	<ul style="list-style-type: none"> • Personalize orders • Speed 	<ul style="list-style-type: none"> • Franchise TV ads • Radio Promos • Local Merchant discount promo 	<ul style="list-style-type: none"> • In mini mall near major highway 	<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Specialize orders • Open Daily 11-9 <p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • No drive thru
Good Times Chinese Restaurant	4.00 - 9.00	Average	<ul style="list-style-type: none"> • Setting Dine In 	<ul style="list-style-type: none"> • None 	<ul style="list-style-type: none"> • Near major highway 	<p><u>STRENGTHS</u></p> <ul style="list-style-type: none"> • Family atmosphere <p><u>WEAKNESSES</u></p> <ul style="list-style-type: none"> • Open during noon & evening meal only • Limited parking

Evaluation of Competition & Competitive Advantage

Basis Of Industry Competition

Enticing flavor, speed, and decor are the basis of competition. The flavorful, attractive Chinese dishes are served in an Oriental decor with Chinese music in the background. Twin Suns offers an atmosphere, speed and outstanding flavor which places it a cut above the Good Life Chinese Restaurant, one of its major competitors. The well rounded Chinese menu is an enticing change from the standard burger or sandwich fast food fare.

Competitive Advantage

- Exquisite sauces and seasonings
- Speed & quality service
- Fresh, healthful, quality product
- Open daily 11 A.M. to 10 P.M.
- Quantity plus value
- Good location with adequate parking

D. Marketing Strategies

Marketing Tactics

Packaging and Labeling

All Twin Suns food products are served on or in biodegradable dinner ware. Carry outs are in plain white bags. The menu is printed on the overhead Pepsi sign, and printed take home menus are available upon demand. All personnel wear plain orange polo styled shirts. A large overhead sign with Twin Suns logo greets each person as they approach and enter. The interior immediately takes one to an Oriental atmosphere, including background music.

Pricing

The menu prices will be determined in part by cost and also in line with the competitor's prices. Twin Suns will determine large order pricing down the road if it is decided to offer catering services.(see appendix for menu)

Gross Margin On Products

The advisor helping set the menu prices suggested that the cost of products is approximately 30% of sales. However, according to Robert Morris Association Annual Statement Studies, fast food restaurants consider their costs as 37% of sales. Twin Suns has chosen to use that percentage to be conservative.

The gross margin potential would therefore be 63% of the gross sales.

Promotion – General

Distribution System

Twin Suns Chinese Restaurant is located in the A & B Shopping Center, 100 East A, Matown, Missouri. Twin Suns' products are all prepared on the premises, as ordered by the patron, for dine in or carry out. At a later date, the products will also be available by home delivery.

The owner and five employees are the sales force of Twin Suns. As they produce and serve the food item, they represent the business by their service and by the quality of the products served.

Public Relations / Networking – Trade Shows

The production/service manager attended a Trade Show at UNL in Lindtown and presented her eggroll specialty. Twin Suns plans to attend the Matown Home Show and serve in the concessions booth. If the concessions booth cannot be contracted, samples might be given out. Flyers with the hours of business and a sampling of menu items will be available.

Advertising and Promotions

Newspapers

- Initial news report in Matown Gazette upon opening.(free)
- Ads in Wooden Nickel ongoing.(free)
- 1" x 2" ad in Matown Gazette, weekly, future.(\$96/month)

Flyers

- On vehicles in parking lots & at ball games, once a month. (\$28/500)
- To YMCA once a month.(\$14/250)

Radio

- 30 Second spots KABX/KCDL, future.(\$176-\$450/month)

Discount Coupons

- Senior discounts, future.(\$21/1000)
- Student discount cards, future.(\$21/1000)

Pre-Grand Opening Celebration

- Local merchants served from full menu

Customer Service

Billing Customers/Collecting Receipts

All sales at Twin Suns are on a cash/check basis due as orders are placed. A register receipt is given for each order.

Services and Warranties

Twin Suns stands by its "All Customer Satisfaction Guarantee." If the customer tries the food and is not satisfied, they will be offered the choice of another meal at a comparable price, or their money back. If they've eaten all of the food and then issue a complaint, they will receive only half of their money back. Food carried out that is unsatisfactory must be returned or reported before that day's closing hours, for a refund.

Section VI. The Financial Plan

A. Investment Required for Start-up

Start-up Costs / Needs

Start Up Expenses

1.	Equipment	\$20,500.00
2.	Signage	1,000.00
3.	Installation	2,300.00
4.	Redecorate	500.00
5.	Advertising	500.00
6.	Lease Deposit	1,200.00
7.	Utility Deposits	320.00
8.	Misc. Supplies	200.00
9.	Licensing	130.00
10.	Insurance	200.00
11.	Inventory	5,550.00
12.	Payroll/taxes	<u>3,267.50</u>
		\$35,667.50

Loan Funds \$40,000.00

Beginning Cash \$4,332.50

Start Up Costs Assumptions

1. Equipment – Cost of all kitchen & dining room equipment and fixtures. (See Appendix C for listing)
2. Signage – Sign is mounted to top of store front.
3. Installation – \$2,100 for installing dry chemical fire extinguisher system to kitchen vent hood. \$100 for Gas Co. to install valve for fire extinguisher. \$100 for electrician to do electrical connections for sign lights.
4. Redecorate – Remodel: enclose water heater area, clean, paint.
5. Advertising – Initial ads in newspaper, on radio and flyers on cars.
6. Lease deposit – One months rent plus (\$600) first month's rent up front. Owner of building agreed to allow an extra month free for cleaning up and improvements.
7. Utility deposits – \$320 to MTPD, electricity. No deposit to Gas Company since owner is currently a customer. No deposit to Water Dept. No deposit to phone company.
8. Misc. Supplies – Kitchen cleaning supplies, (that is soap, disinfectant, etc.) office supplies(that is computer paper, forms, postage, etc.)
9. Licensing – \$110 to register Trade Name with state, \$20 for sales tax permit.
10. Insurance – Includes owner's liability and workman's compensation.
11. Inventory – Begin with one month's inventory although all purchases are not made at the beginning of the month because many of the food items are purchased and used fresh. 100 people a day X \$5.00 = \$500, \$500 X 30 = \$15,000. 37% of \$15,000 = \$5,550.
12. Payroll/taxes – Assuming wages are paid 10 hrs. a day, 30 days a month, total labor cost would be:

1 person hired @ \$6.50/hour = \$6.50

1 person hired @ \$5.25/hour = \$5.75

2 people hired @ \$4.25/hour = \$8.50

Total Wages paid per hour = \$20.25

\$20.25 (wages/hr.) X 10 (hrs./day) X 30 (days/mo.) = \$6,075/mo.

Assuming FICA taxes are 7.5% of Gross Wages, Payroll tax expense would be:

\$6,075 X 7.5% = \$460/mo.

Total labor cost for start up month (1/2 of 30 days because employees begin then) would be:

\$6,075 (wages) + \$460 (FICA) X 1/2 (1/2 month) = \$3,267.50

Investment Required–Bank Loan / Self

Loan Funds – Mortgage against owner's house @ 7.5% interest, 15 years, \$370.80 monthly payments

Beginning Cash – \$40,000 loan, less start up costs, \$35,667.50 = \$4,332.50

B. Cash Flow Projections

Cash Disbursements and Monthly Cash Flow Projections–Year One

Assumptions for Year One Cash Disbursements and Monthly Cash Flow

1. Cash Balance Forward from Start-up Expenses Worksheet
2. Cash Sales – Projections based on \$5.00 per person X 100 persons daily=\$500
 $\$500 \times 30 = \$15,000$; $\$15,000 \times 12 = \$216,000$ per year. (Monthly percentages were from Radio Advertising Bureau. Research: Jan. 7.1%, Feb. 6.9%, Mar. 8%, Apr. 8.2%, May 8.5%, Jun. 8.7%, Jul. 9.1%, Aug. 9.2%, Sept. 8.6%, Oct. 8.7%, Nov. 8.3%, Dec. 8.7%)
3. Sales Tax – 5% of cash sales.
4. Purchases paid – All food and paper products which averages 37% of total sales. Goods are delivered twice weekly and paid twice monthly.
5. Wages
 - 1 person hired @ \$6.50/hour
 - 1 person hired @ \$5.25/hour = \$5.75
 - 2 people hired @ \$4.25/hour = \$8.50
 - Total Wages paid per hour = \$20.25Assuming wages are paid 10 hours a day, 30 days a month, total labor costs would be:
 $\$20.25 \text{ (wages/hr.)} \times 10 \text{ (hrs./day)} \times 30 \text{ (days/mo.)} = \$6,075/\text{mo.}$
6. Payroll taxes – FICA is 7.5% of Gross Wage.
 - Monthly wages \$6,075 X 7.5% = \$460 a month
 - Gross yearly FICA is \$460 X 12 = \$5520.Unemployment Taxes – Taxes(3.5% of employees first \$7000 in wages) are payable in months: April, July, October, & January.
Total paid would be: 4 (number of employees) X \$7000 X 3.5% = \$980
 $\$980/4 \text{ (payments)} = \245
7. Insurance – Includes owner's liability (\$120) & Worker's Compensation (\$80)
8. Rent – Monthly rent for store (\$600) which measures approximately 47' by 53', and is located at 100 East A Street

9. Utilities and Telephone – Based on previous consumption in building.
 - Gas: \$125-150
 - Electricity: \$225-275
 - Water: \$115-125
 - Trash: \$20Telephone – Monthly service and long distance (placing orders.)
10. Advertising – On going ads will include radio spots and newspaper ads.
11. Supplies/Misc. – Kitchen supplies: soap, disinfectant, etc. Office supplies: paper, forms, postage, etc.
12. Owner's Quarterly – Taxes, 52% of owner's projected gross operating profit.
 - $52\% \times \$26,699.82 = \$13,941.89$
 - Paid in months: April, January, September, & December
13. Sales Tax – 5 % of all cash sales.
14. Interest – Loan of \$40,000 @ 7.5% interest (40,000 mortgage on home)
15. Principal – Principal payments on \$40,000 loan
16. Owner's draw

Cash Disbursements for Year One - Twin Suns

Months		January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
<i>Year 1</i>														
Total Cash Purchases of Merchandise	8	5674.32	5514.48	6393.60	6553.44	6793.20	6953.04	7272.72	7352.64	6873.12	6953.04	6633.36	6953.04	79920.00
Labor:														
<i>Salaries and Wages</i>	5	6075.00	6075.00	6075.00	6075.00	6075.00	6075.00	6075.00	6075.00	6075.00	6075.00	6075.00	6075.00	72900.00
<i>Payroll Taxes & Benefits</i>	6	460.00	460.00	460.00	705.00	460.00	460.00	705.00	460.00	460.00	705.00	460.00	460.00	6255.00
Total Labor Expense		6535.00	6535.00	6535.00	6780.00	6535.00	6535.00	6780.00	6535.00	6535.00	6780.00	6535.00	6535.00	79155.00
Non-Labor:														
<i>Rent</i>	8	0.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	600.00	6600.00
<i>Utilities & Phone</i>	9	580.00	580.00	580.00	580.00	680.00	740.00	740.00	740.00	710.00	710.00	580.00	580.00	7800.00
<i>Insurance</i>	7	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	200.00	2400.00
<i>Advertising</i>	10	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	50.00	600.00
<i>Contract Labor/Services</i>														0.00
<i>Taxes/Licenses</i>														0.00
<i>Vehicle Expense</i>														0.00
<i>Supplies</i>	11	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	275.00	3300.00
<i>Other:</i>														0.00
<i>Other:</i>														0.00
Total Non-Labor Expense		1105.00	1705.00	1705.00	1705.00	1805.00	1865.00	1865.00	1865.00	1835.00	1835.00	1705.00	1705.00	20700.00
Debt Payment - Old														

Cash Flow Projection for Year One - Twin Suns

Months		January	February	March	April	May	June	July	August	September	October	November	December	TOTALS
<i>Year 1</i>														
(A) Beginning Cash Balance	1	4332.50	6520.98	6678.10	8472.50	7311.38	9599.78	8604.07	11414.74	14574.09	13985.90	16249.85	18290.49	4332.50
<i>(see start-up expenses worksheet)</i>														
Cash Receipts														
Cash Sales	2	15336.00	14904.00	17280.00	17712.00	18360.00	18792.00	19656.00	19872.00	18576.00	18792.00	17928.00	18792.00	216000.00
Sales Tax (5%)	3	766.80	745.20	864.00	885.60	918.00	939.60	982.80	993.60	928.80	939.60	896.40	939.60	10800.00
Collect Accounts Receivable														0.00
Sales of Fixed Assets														0.00
Miscellaneous Income														0.00
(B) Total Cash Receipts		16102.80	15649.20	18144.00	18597.60	19278.00	19731.60	20638.80	20865.60	19504.80	19731.60	18824.40	19731.60	226800.00
Cash Disbursements														
Cash Purchases (Merchandise)	4	5674.32	5514.48	6393.60	6553.44	6793.20	6953.04	7272.72	7352.64	6873.12	6953.04	6633.36	6953.04	79920.00
Pay Accounts Payable														0.00
Labor Expenses(see worksheet)		6535.00	6535.00	6535.00	6780.00	6535.00	6535.00	6780.00	6535.00	6535.00	6780.00	6535.00	6535.00	79155.00
Owner Withdrawals	16	600.00	600.00	600.00	0.00	600.00	600.00	600.00	600.00	0.00	600.00	600.00	600.00	6000.00
Non-Labor Exp. (see worksheet)		1105.00	1705.00	1705.00	1705.00	1805.00	1865.00	1865.00	1865.00	1835.00	1835.00	1705.00	1705.00	20700.00
Owner's Quarterly Tax	12				3485.47		3485.47			3485.47			3485.47	13941.88
Sales Tax (5%)	13		766.80	745.20	864.00	885.60	918.00	939.60	982.80	993.60	928.80	939.60	896.40	9860.40
Purchase of Fixed Assets														0.00
Debt Payment - Principle (old)	15	0.00	120.80	121.56	122.32	123.08	123.85	124.63	125.41	126.19	126.98	127.77	128.57	1371.16
Debt Payment - Interest (old)	14	0.00	250.00	249.24	248.49	247.72	246.95	246.18	245.40	244.61	243.83	243.03	242.23	2707.68
(C) Total Cash Disbursement		13914.32	15492.08	16349.60	19758.72	16989.60	20727.31	18282.13	17706.25	20092.99	17467.65	16783.76	20545.71	213656.12
Net Cash Flow (B-C)		2188.48	157.12	1794.40	(1161.12)	2288.40	(995.71)	2810.67	3159.35	(588.19)	2263.95	2040.64	(814.11)	13143.88
Adjustments to Net Cash Flow														
(+) New Debt														
(+) New Owner Investment														
(-) New Debt - Interest Payments														
(-) New Debt - Principle Payments														
(-) New Owner Withdrawals														
(D) Adjusted Net Cash Flow		2188.48	157.12	1794.40	(1161.12)	2288.40	(995.71)	2810.67	3159.35	(588.19)	2263.95	2040.64	(814.11)	13143.88
Ending Cash Balance (A + D)		6520.98	6678.10	8472.50	7311.38	9599.78	8604.07	11414.74	14574.09	13985.90	16249.85	18290.49	17476.38	17476.38

C. Other Financial Statements

Income Statement

Projected 1996

Income

Gross Sales	<u>\$226,800.00</u>	
Cost of Sales	<u>79,920.00</u>	
Gross Profit		<u>\$146,880.00</u>

Operating Expenses

Salaries and Wages	<u>\$75,025.00</u>	
Taxes and Benefits	<u>7,397.50</u>	
Insurance	<u>2,600.00</u>	
Utilities / Telephone	<u>7,800.00</u>	
Advertising	<u>1,100.00</u>	
Supplies/Misc.	<u>3,500.00</u>	
Lease	<u>7,200.00</u>	
Interest	<u>2,707.68</u>	
Depreciation	<u>2,050.00</u>	
Sales Tax	<u>10,800.00</u>	
Total Operating Expenses		<u>\$120,180.18</u>
Total Operating Profit/Loss		<u>26,699.82</u>
Income Taxes		<u>13,941.88</u>
Net Profit/Loss		<u>\$12,757.94</u>

Assumptions for Projected Income Statement

Gross Sales Projected 100 people per day at an average expenditure of \$5.00 (according to "Nation's Restaurant News", October 5, 1992, the average expenditure at a fast food Chinese restaurant is \$5.00) $100 \times 5.00 = 500$, 500×30 days = \$15000, $\$15000 \times 12$ months = \$216,000.00 a year

Cost of Sales **37% of Gross Sales = Cost of Sales.** (percentage from Robert Morris Association Annual Statement Studies)

Payroll/Taxes **Labor costs are based on the following assumptions:**

1 person hired @ \$6.50/hour	=	\$6.50
1 person hired @ \$5.25/hour	=	\$5.75
2 people hired @ \$4.25/hour	=	\$8.50
Total Wages paid per hour	=	\$20.25

Assuming wages are paid 10 hours a day, 30 days a month, total labor costs would be:

$\$20.25$ (wages/hr.) \times 10 (hrs./day) \times 30 (days/mo.) = $\$6,075$ per month.

Assuming FICA taxes are 7.5% of Gross Wages, Payroll Tax Expense would be:

$\$6,075 \times 7.5\% = \$460/\text{mo.}$

Total labor cost for a typical year would be:

$\$6,075$ (wages) + $\$460$ (FICA) \times 12 months = $\$78,420$.

Unemployment Taxes Taxes (3.5%) are paid on first \$7,000 of employees wages. Therefore, the total unemployment taxes paid would be: 4 (no. of employees) \times \$7,000 \times 3.5% = \$980.

Insurance Includes owner's liability (\$120.00) and workman's compensation (\$ 80.00)

Utilities/Telephones The utilities (gas, electricity, water and trash collection) averages \$570 a month or \$6,840 a year. The phone averages \$80 a month or \$960 a year. $\$6,840 + \$960 = \$7,800$

Advertising \$600 for year plus \$500 initial advertising

Supplies/Misc. Kitchen, cleaning, supplies. Office supplies, paper, forms, postage, etc.

Lease The first month's rent was included in the deposit. Therefore, 11 months rent @ \$600 = \$6600.

Interest The \$40,000 loan was secured in December (95) with the first payment due February 1, 1996. Therefore the interest accrued for 11 months at 7.5% = \$2,707.

Depreciation Kitchen equipment and dining room fixtures valued at \$20,500. $\$20,500 \times 10\% = \$2,050$ (10 year straight line)

TWIN SUNS CHINESE RESTAURANT–Balance Sheets

Current: Prepared as of 12/31/95

Projected: Prepared as of 12/31/96

ASSETS		ASSETS	
Current Assets		Current Assets	
Cash (1)	\$8500.00	Cash	\$17476.38
Account Receivable	0.00	Account Receivable	
Inventory (2)	5550.00	Inventory	5550.00
Other Current Assets (3)	1520.00	Other Current Assets (deposits)	920.00
Total Current Asset	\$15570.00	Total Current Asset	\$23946.38
Fixed Assets		Fixed Assets	
Equipment (4)	24430.00	Equipment	24430.00
Less accum. depreciation		Less accum. depreciation	(2050.00)
Total Fixed Assets	\$24430.00	Total Fixed Assets	\$22380.00
(A) TOTAL ASSETS	\$40000.00	(A) TOTAL ASSETS	\$46326.38
LIABILITIES		LIABILITIES	
Current Liabilities		Current Liabilities	
Accounts Payable	0.00	Accounts Payable (sales tax)	939.60
Other Current Liabilities	0.00	Other Current Liabilities	0.00
Total Current Liabilities	\$0.00	Total Current Liabilities	\$939.60
Long-term Liabilities		Long-term Liabilities	
Debt – note payable	40000.00	Debt	38628.84
Other Long-term Liabilities		Other Long-term Liabilities	
Total Long-term Liabilities	\$40000.00	Total Long-term Liabilities	\$38628.84
(B) TOTAL LIABILITIES	\$40000.00	(B) TOTAL LIABILITIES	\$39568.44
(A-B) OWNER'S EQUITY	\$0.00	(A-B) OWNER'S EQUITY	\$6757.94

- (1.) Cash for misc. purchases, insurance, advertising, payroll and taxes, due during month one of business.
- (2.) Beginning inventory to produce menu items.
- (3.) Deposits that are refundable after 5 years of good credit.
- (4.) Furniture, equipment, fixtures, licensing and improvements to establish business.

Section VII. Conclusion

Feasibility Statement

This project appears to be quite feasible, given the financial information presented and the marketing statistics. Matown is in a unique position to be open for additional competition in the fast food industry, and the owner is ready to dedicate sufficient time, energy and money to uphold the mission statement: to provide the MaTown Community with an outstanding eating establishment, offering the finest Chinese cuisine with outstanding customer service.

Action Plan

Please see the Action Plan on the following page for a schedule of specific action steps and coinciding time line for completion. Twin Suns Chinese Restaurants thanks you for taking time to read this plan.



PLANNING CHART - Twin Suns

ACTIVITY	1,995.00	1,995.00	1,995.00	1,995.00	1,995.00	1,996.00	1,996.00	1,996.00	1,996.00	1,996.00	1,996.00	1,996.00
FACILITY	August	September	October	November	December	January	February	March	April	May	June	July
Location Search	*****											
Negotiate Lease		*****										
Sign Lease		**										
Signage			*****	*****								
Remodeling			*****	*****								
Locate Equipment/Fixtures		*	*****									
Purchase Equipment/Fixtures			*****									
Install Equipment/Fixtures			**	*****								
City, State Inspections		**			*							
FINANCIAL												
Loan Application		*****	*****									
Secure Loan			*****									
MISCELLANEOUS												
Trademark App.	*****	*****	*****	*****	*****	*****						
City,Sta.Reg.Aps.	*****	*****	*****	***	**							
Pre-opening Ads				**	*****							
Service Preview for Local Merchants					**							
Grand Opening						*****	*****	*****	*****	*****	*****	*****
EMPLOYEES												
Interview				**	**							
Hire					***							
Begin Training					****							
Positions Begin					**	*****	*****	*****	*****	*****	*****	*****
PRODUCT												
Pol Potential Cust.	*****											
Locate Suppliers/Price		**	*****									
Stock Inventory					*****	*****	*****	*****	*****	*****	*****	*****
Full Production						*****	*****	*****	*****	*****	*****	*****

Section VIII. Supporting Documents

APPENDIX TABLE OF CONTENTS

Resumes	(removed for proprietary reasons from this copy)	A
Floor Plan	(removed for proprietary reasons from this copy)	B
Equipment Inventory		C
Sample Menu		D

Appendix C EQUIPMENT LIST

Quantity	Description
1	Stove-4 Hole Wok- Custom Design
1	Refrig Prep Table Bev
1	3-Door Cooler
1	2-Door Freezer
1	Hobart Power Base W/Shredder, Slicer
2	35# Gas Fryers
1	S/S Table 8 Ft
2	S/S Tables 5 Ft x 2.5
2	Rice Warmers
1	Rice Cooker Gas
1	2-Hole Soup Warmer
1	3-Compartment Sink - 10 Ft
1	Can Shelf
1	Ice Machine 400# with Bin
11	Shelves - Various
2	Garbage Cans w/Dolly
1	35 Gal Sauce Container w/Dolly
4	Ingredient Containers on Casters
2	Sauce Carts s/s
1	Scale - Portion
1	Dunnage Rack
2	Utility/Bus Carts/Cambro
1	Mop Sink
1	Sink - Faucets/Drains/Fittings
2	Trash Cans Dining
6	Double Booths
12	Tables 36x36 tables/bases
42	Chairs
1	Telephone System - 2, 2-line phones
3	Cash Register/Computers Esper w/printers
2	Tea Pots
10	Serving Trays
1	Coffee Maker
3	Booster Seats
1	High Chair

Appendix D Sample Menu

APPETIZERS & SOUP	LUNCH	DINNER	CHICKEN	LUNCH	DINNER
Eggroll	.95	.95	C1 Almond Chicken	3.85	6.00
Crab Rangoon	1.95	1.95	C2 Garlic Chicken	3.85	6.00
Fried Wonton	1.00	1.00	C3 Broccoli Chicken	3.85	6.00
Chicken Wings	3.00	3.00	C4 Sweet & Sour Chicken	3.85	6.00
Chicken w/Sauce	3.50	3.50	C5 Sesame Chicken	3.85	6.00
Wonton Soup	.95	.95	C6 Kung Pao Chicken	3.85	6.00
Egg Drop or Hot Sour Soup	.95	.95			
Side of Steamed Rice	.95	.95	Side of Fried Rice	.95	.95
BEEF			PORK		
B1 Broccoli Beef	3.95	6.25	P1 Sweet & Sour Pork	3.85	6.00
B2 Pepper Beef	3.95	6.25	P2 Mongolian Pork	3.85	6.00
B3 Mongolian Beef	3.95	6.25	P3 Vegetable Pork	3.85	6.00
B4 Onion Beef	3.95	6.25	P4 Yu Shiang Pork	3.85	6.00
B5 Vegetable Beef	3.95	6.25	P5 Garlic Pork	3.85	6.00
B6 Kung Pao Beef *	3.85	6.25	P6 Twice Cooked Pork	3.85	6.00
SHRIMP			CHOWMEIN & LOMEIN		
S1 Vegetable Shrimp	4.60	7.25	CL1 Chicken Chowmein	3.85	6.00
S2 Broccoli Shrimp	4.60	7.25	CL2 Pork Chowmein	3.85	6.00
S3 Kung Pao Shrimp *	4.60	7.25	CL3 Beef Chowmein	3.95	6.25
S4 Cashew Shrimp	4.60	7.25	CL4 Shrimp Chowmein	4.60	7.25
S5 Sweet & Sour Shrimp	4.60	7.25	CL5 House Chowmein	5.75	7.25
S6 Shrimp LOB	4.60	7.25	CL6 Vegetable Chowmein	3.75	5.70
VEGETABLES			FRIED RICE		
Vegetable Dex	3.65	5.70	Chicken or Pork Fried Rice	4.65	5.65
Snowpeas w/Bamboo Shoots and Water Chestnuts	3.65	5.70	Beef Fried Rice	4.75	5.75
Snowpea Delight	3.65	5.70	Shrimp Fried Rice	4.95	6.25
Broccoli w/Oyster Sauce	3.65	5.70	House Fried Rice	5.25	6.95
BEVERAGES	SMALL	LARGE	CHILDREN'S DRAGON MEAL		
Pepsi	.60	.80	Choice: Chicken Wings (2)	1.99	1.99
Dt. Pepsi	.60	.80	Sweet Sour Pork		
Mt. Dew	.60	.80	With: 2 Wontons		
7-Up	.60	.80	1 Fortune Cookie		
Dr. Slice	.60	.80	1 Small Drink		
Bart's Root Beer	.60	.80			
Tea (Ice or Hot)	.60				
Çoffee	.60				