

## Start-up business plan: organic food restaurant in Bilbao

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<p><b>ABSTRACT</b></p> <p>My thesis is a start-up business plan for a restaurant in Bilbao, Spain. This product-oriented thesis is a part of the Hospitality Management program of Haaga-Helia UAS. The purpose of this work is to build a theoretical framework about successful business plan writing and follow it up by writing a start-up business plan according to the studied theory.</p> <p>A business plan is a first important step for starting a business and the practice of writing it will be beneficial while helping me to learn new methods and techniques.</p> <p>This Business plan is describing an organic food restaurant, which will be open in Bilbao, Spain. Restaurant's main concept is an idea of mindful eating, a restaurant with healthy and 'o km' slow food with something for the taste of everyone.</p> <p>This business plan covers all the important steps when starting a restaurant: concept building, market analysis, marketing plan, financial planning and forecasting and expectations.</p> <p>My business plan is a ready well-planned project that could actually be implemented in the nearest future.</p>	
<p><b>Keywords</b> Business plan, Restaurant, Start-up, Slow food, Organic food, Bilbao, Spain</p>	

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# **1 Introduction**

## **1.1 Background of the thesis**

My thesis is a start-up business plan for a restaurant in Bilbao, Spain. This product-oriented thesis is a part of Hospitality Management program of Haaga-Helia UAS. The purpose of this work is to build a theoretical framework about successful business plan writing and follow it to write a start-up business plan according to the studied theory. Thesis writing about a start-up will help me gain entrepreneurial skills, practice doing research, and will benefit my future business planning. From my point of view, a business plan is a first important step for starting a business and the practice of writing it will benefit and help me to learn new methods and techniques.

## **1.2 Theoretical framework**

Theoretical framework is built on literature review and includes definitions, defining of different terms and concepts of business plan writing, explaining process and structure of proper business plan. Types of business plans will be explained and one will be chosen to write a restaurant start-up business plan.

## **1.3 Objectives**

Main objective is to build a successful business plan based on the studied theory. 'The most important step in launching any new venture or expanding an existing one is the construction of a business plan.' (Barrow, C., Barrow, P. and Brown, R. 2008, 6) Proper business plan planning and writing, indeed, is a key factor for successful start-up. By studying how to write a business plan I will create a ready product: a business plan of a restaurant and it can be used to start an actual business.

## 2 Business plan

A business Plan is a document representing the main aspects of business development, problem analysis and possible barriers and methods of overcoming them. It helps to understand current situation and effectively progress. A business plan is a written summary of an entrepreneur's proposed business venture, its operational and financial details, its marketing opportunities and strategy, and its managers' skills and abilities. (Scarborough & Zimmerer 2012, 168)

A well-written business plan will provide a pathway to profit for any new or existing business. Your business plan will also provide the documentation that a lender or investor requires if you find it necessary to seek outside funding sources for your business. (Pinson 2008, 1.)

### 2.1 Business plan types

Before starting writing a business plan I had to choose one of Business plan types to continue with. I read a few articles on [www.bplans.com](http://www.bplans.com) web site, which is a great tool for business plan writing, as they have a lot of helpful information, collected from different sources. Article '6 types of business plan' written by Alyson Paige and article 'The Different Types of Business Plans' by Tim Berry were the most helpful and I determined a few most common business plan types: *Start-up plan*, which is used for starting a company and it's the most popular and widely used, but there are other ones for existing businesses. Between them the most common are *Growth plan*, which is usually used to plan business expansion; *Feasibility plan*, which works for profit and losses estimation and market need for products and services. Other business types are *Operations plan*, which is usually made to plan deadlines, responsibilities of employees and other necessary operational business processes; *Internal business plan*, which works the best for internal control of companies' operations and efficiency evaluation; and *Strategic plan*, used for setting and achieving specific companies' goals.

For the business plan I'm developing I chose Start-up plan type, because I'm working on starting a new company.

### 2.2 Start-up company's business plan components

Components of Business plan are flexible, depends on the case. There are a few most important once that should be described in every business plan. Here there are the 10 necessary components according to a FORBES magazine article written by Patrick Hull:



Figure1. Business plan components. (Adopted from a FORBES magazine article written by Patrick Hull)

According to the article, those are the minimum components to be included in the Business plan. Each of them has to be carefully planned and explained.

**Mission and vision:** Mission and vision of the company explains what are the company's goals and what is important for the company. Mission and vision should be clearly and shortly stated to show the main purpose of the business.

**Company description:** Company description is essential to give an idea who you are and what are the services/products you are working on.

**Differentiation:** In this part its important to describe what makes your product different and special, what are the highlights and advantages.

**Market analysis:** Analysis of the industry and market share that company is entering. Description of competitors by different categories, positioning of the business.

**Management team:** Details about team members, their experience, characteristics and skills.

**Marketing plan:** This is crucially important part for a start-up business. New businesses have to attract customers with strong and efficient advertising and promotion.

**SWOT analysis:** SWOT is analysis of company's strengths, weaknesses, opportunities and threats. It's a good tool to summaries all of the important key factors.

**Cash flow statement:** Important for understanding of companies needs at the start of the business and prediction to the future. Helps to see growth possibilities.

**Revenue projections:** Estimations of the money that are going to be generated in some specific period of time. Shows good prospective on companies performance.

**Summary / conclusion:** Summary could be included in the start of the Business plan (but this part should be always written in the end, as it's a summary of the whole business plan). And conclusion is a good tool to summarize all the information in the end of the business plan.

(Adopted from a FORBES magazine article written by Patrick Hull).

### **2.3 Benefits of the Business plan**

Every business will benefit from the preparation of a carefully written business plan. There are two main benefits: To serve as a guide for your business & as documentation for financing. (Pinson 2008, 2.)

A business plan helps to go through all the important steps and take into account different possible outcomes. It's better to see all the barriers and threats while planning, then during the actual business developing.

A business plan is essential when there is a need for additional financial support and funding. Investing companies will more likely invest in the company if they see a carefully planned and thorough business plan with the clear benefits and potential.

Business plan developing stage is the best for consulting and asking help from the professionals of the industry to get an advice and valuable comments.



### **3 Business plan of Organic Restaurant in Bilbao**

#### **3.1 Introduction**

Organic food is a growing trend nowadays. For example, in US 'Consumer demand for organic has grown by double-digits nearly every year since the 1990s. Most impressively, organic sales have increased from \$3.6 billion in 1997 to \$43.3 billion in 2015.' (Organic trade association, State of the Organic Industry Fact Sheet, 2016).

According to Organic Europe organization, 'Demand for good food and good farming is on the rise in Europe' and 'Spanish organic market is smaller than average for the European Union, but it has grown steadily in the last five years' (Meredith & Willer, 2014, 10, 186).

Taking this into consideration, we need to understand the importance of organic food.

'Organic food is perceived as food without "chemicals" and "growth hormones", food that is "not intensively" produced and is grown as "natural" (Davies, 1995). More and more people started to care about their healthy diet and food choices. 'Interest in organic food has grown remarkably as consumers and marketers react to popular media about health and environmental effects of pesticides, genetically-modified organisms, and food safety' (Wiley & Sons, 2007, 1).

The Basque country region of Spain is not an exception and people here keep up with trends and enjoy trying new things. The Basque country is famous with its outstanding cuisine and can surprise even sophisticated gourmet. Furthermore, the area is full of farms and local producers who work hard to provide people with fresh and organic food. This region's economy have been based on agriculture and farming due to it's warm wet climate and spaciousness. 'The size of agricultural operations in the Basque Country increases, for both livestock and crop farming' (Eustat: Basque Statistics Office, 2011). Most of the farms are small- and medium-sized farms, which makes it easier to control quality of production and provides bigger choice of suppliers. Many suppliers work together to ensure good sales and product availability for customers. For example, Geuria merkatua, which is one of the biggest markets in Bilbao works with many suppliers from the area at the same time.

Taking all this into account our team of young entrepreneurs have decided to start up a new restaurant in the capital of Basque country – Bilbao city. Our business will be located in the Old town, close to many sights, local market and shops and with excellent connections thanks to the public transport network. This restaurant will offer a great variety of healthy organic food made of local products brought from the farms in the area.

We want to create a hipster-alternative atmosphere with a combination of the right music, food, and decoration. Food is the most important factor of the restaurant and we care about the quality of the ingredients and their origin. Because of that we purchase our

goods from local markets and shops so that we can offer the best local, fresh, organic, bio, healthy products. These products will change depending on the season making a dynamic menu, which will excite clients. We will be open 6 days a week from lunchtime to dinnertime.

Spain has its own special food culture and habits and people follow those patterns. Lunchtime usually starts around 13:00 and continues till 16:00. During lunch people prefer 'Menú del día' – menu of the day, where they can choose 1<sup>st</sup> course, 2<sup>nd</sup> course, dessert and drink. For many working people having lunch at the restaurant is an essential part of the day, because they don't have enough time to get back home for lunch break. As our restaurant is located in the old town, it would be a very good spot for people to have lunch not far from their working places.

Dinners are usually late in Spain. After a long working day people prefer to stay at home for a while to relax. A bit after 20:00 is a common time for people to go out to have dinner and drinks with family and friends and they could stay till 23:00 during working days and till 01:00 on weekends.

We kept this in mind when we were designing our working schedule to satisfy customers during the day. Thanks to this timetable, people will be able to eat healthy nearly all day long and enjoy the best possible service.

### **3.2 Concept**

We want to bring a concept of slow food, which is mostly known in Spain as '0 km food'. Slow food is the opposite of fast food, meaning that it has different purpose. Slow food is locally produced, healthy and high quality food that brings value and supports ethical goals. Slow food is not just a food to eat and get full; it's a conscious choice and concern of what you are eating and how it makes you feel.

We are following an example of worldwide famous Slow Food organization and share their ideas and goals to 'prevent the disappearance of local food cultures and traditions, counteract the rise of fast life and combat people's dwindling interest in the food they eat, where it comes from and how our food choices affect the world around us.' (Slow Food organization statement, <http://www.slowfood.com/about-us/>).

This organization started in Italy in 1970s and grew into 'a global organization that supports and celebrates food traditions in more than 40 countries worldwide'. It became much bigger during the years and now Slow Food is not only an organization, it's a movement 'consider the Slow Food Movement, which took hold in Italy in recent years and is spreading around the world at an impressive clip.'

'Slow Food has become a standard bearer against the fast-food values that threaten to homogenize and industrialize our food heritage. Slow Food reminds us that our natural

resources are limited, and that we must resist the ethic of disposability that is reflected everywhere in our culture. Slow Food reminds us that food is more than fuel to be consumed as quickly as possible and that, like anything worth doing, eating takes time. Slow Food reminds us of the importance of knowing where our food comes from.' (Petrini, 2003, 9)

The Slow Food movement represents the best our objectives.

The philosophy of our restaurant is to offer the customer dishes made with the best quality foods that can be found in the area, all of them organic, bio, ecological, healthy and consciously produced. The motive behind this idea is to show how tasty food can be when being produced correctly, and how being conscious can help the environment. 'Where healthy meets delicious' – our slogan and it represents our main message very well.

### **3.3 Mission and vision**

**Mission:** To provide our customers with tasty and healthy dishes made of ecological organic 0km products, and show them the importance and advantages of healthy conscious eating.

**Vision:** To position our restaurant as the best healthy and conscious restaurant in the city, being able to evolve and continue growing, being always faithful to our philosophy and values.

### **3.4 Objectives**

- Offer the best service to our customers, being attentive and reliable.
- Give importance to each of our customers because our success depends on them.
- Show the customers how healthy conscious eating can be delicious and satisfying.
- Develop the dishes full of flavors and pleasant sensations for our customers.
- Provide information of the products we use to make our dishes.
- Purchasing 0km organic, bio, ingredients of the best quality available.
- Increase the rate of customer satisfaction.
- Promote our restaurant all over Basque country.

### **3.5 Differentiation**

We want our restaurant to be a new interesting establishment full of creative ideas and trendy environment. We want to create a hipster-alternative atmosphere. It will be shown through all the details: music, activities, food, and decoration.

Hipster is 'contemporary subculture', 'creatively-inclined individuals' (Henke, 2013, 117). Being hipster is trendy and people like the idea of this subculture, everybody can be a part of it just by following some elements of style and showing off that they keep up with the trend. Hipster atmosphere includes many characteristics such as something creative,

fresh and cool, constantly changing and keeping up with trends. It is unpredictable and unusual with a mix of everything.

'Hipsterism has grown into a culture well-known for exploring obscure American art, music, fashion, literature, and lifestyles. Rather than defining their style by imitating catalogues or advertisements... hipsters seek to create their own style... Whenever possible, hipsters customize or create their own possessions to achieve a one-of-a-kind aesthetic. Hipsters pursue their goal by exploring thrift store racks, seedy neighborhood nightlife scenes, and kitschy local shops to find the unfound and make it their own...The ultimate result of their creative process of discovery: a completely unique set of tastes for each hipster....' We decided to use Hipsterism as our advantage and give people a chance to be a part of this subculture. We will send this vibe through the whole experience: music (indie, alternative, obscure musicians), art (local artists' works), design (natural materials, recycled materials, second hand furniture, different tables & chairs with individuality, unusual cups and plates), and food (slow food, bio ingredients, special menus).

Because of that we named our restaurant DECK: 'DECK - a key word for most Hipsters, similar in meaning to the antiquated fresh. To be DECK is to be up on the latest trends, cutting edge, and/or hip' 'Everything that once was cool is now Deck' (Lanham, R.,2008). We believe that Hipster ambience concept is strong and already proved to be popular. 'Yelp Makes 'Hipster' a Category to Describe Ambience' 'You can now find a restaurant that caters to your eclectic taste. Yelp has added "hipster" as one of the descriptions in their ambience category. In addition to describing a place as "dive-y" or "romantic," you can now say that establishment is perfect for barely employed 20-somethings who think they are too cool to eat at your business.' (Castillo, M, 2011)

### **3.5.1 Strong philosophy**

Eating is not considered anymore just a matter of satisfying basic physiological need we all have, but rather way of socializing and expressing ones identity (Jacobsen, 2008).

DECK was born as a new concept of mindful eating, a restaurant with healthy and ecological food with something for the taste of everyone. First of its kind in Bilbao, DECK is trying to show that there is no need of greasy and overcooked food to have a delicious meal. By supporting slow food concept we show that we care about environment and support local production. We hope that our important values and philosophy attract people not only to our restaurant, but also to a more healthy and conscious way of eating and enjoying food.

Healthy eating has been a topic of discussion for decades and every research shows similar conclusions. Wrong food choice leads to health problems and overweight.

'You are what you eat — and across the Western world, people eat too much and in at least half of the European Union member states prevalence levels of obesity in the population are higher than 20%' (Fry & Finley, 2005). 'Overweight and obesity is associated with many diseases such as type 2 diabetes and metabolic syndrome, as well as coronary heart disease, certain forms of cancer, sleep-breathing disorders, and osteoarthritis (Kopelman, 2000).' 'Overweight and obesity are correlated with poor eating habits, that is, consuming excessive amounts of foods and/or foods high in calories but low in nutrition' (Booth, 1994). 'Changing eating behavior, such as consuming fewer calories or choosing foods lower in fat or higher in fiber, can prevent weight gain or help an individual reach a healthy body weight' (Powell, Calvin, & Calvin, 2007), (Mata, J. (2008). 'Food simply needs to be composed of real, whole ingredients and prepared with joy in mind.' (Petrini, 2012)

### **3.5.2 Music, art & activities**

In DECK we want the meal to be a complete experience for the senses, so we carefully select our music. We take special attention when creating music playlists, so that they match the daytime, the place, the ambiance, the food and the customers.

We have several playlists for every day and every shift, and we change them regularly because music plays a big role in customer experience.

Caldwell Clare and Sally A. Hibbert article: 'The influence of music tempo and musical preference on restaurant patrons' behavior' 'focuses on music as an element of the service environment. Understanding of the effects of music is particularly useful to service as this element of the environment is relatively inexpensive and easy to control. The influence of music on consumer behavior within service environments has been studied by a variety of scholars (North & Hargreaves 1996a; Yalch & Spengenberg, 1990; Milliman, 1982; 1986)'

One of the most important parts of DECK is its dynamic menu, and we didn't want to have a restaurant that never changes its appearance. So we came with the idea of hanging local artists' art on our walls. We would have some paintings of unknown local painters or photographers hanging for two weeks, this way the restaurant would be dynamic too, changing constantly, and we would also help local artists. With this idea we wanted the client to feel like it was the first time every time he came to DECK, to feel it was alive, changing and evolving all the time. We also decided that our head chef would create a dish inspired by these artists' work. That dish would only be on the menu for two weeks, same as the paintings on the walls, so it would also be something that would attract customers to come back quite often, to enjoy the new art and dishes.

After DECK will start to operate we will include special activities. We plan to start healthy cooking classes for adults and kids, if the restaurant goes as expected. They could be introduced in six months time after we start and we will be able to modify them to fit our clientele. We think it is important for people to know how to cook healthy and to teach kids from early years. In order to achieve that we would have cooking classes twice a week in the evenings, in which our chefs would teach people how to cook healthy dishes, and some of their signature dishes.

### **3.5.3 Dishes & special menus**

Because of DECK's philosophy, the use of fresh seasonal ingredients is key, so we offer a very dynamic and constantly changing menu. It changes seasonally, so every three months. Some of the items in the menu only have small changes, such as the use of different vegetables depending of the season. But some dishes disappear and are substituted by others, so every change of season the customer has new dishes that hasn't eaten yet. Our restaurant will offer special menus at the same time as a la carte menu.

In the end of this business plan there is an attachment 1: example of a la carte menu with prices.

#### **Half and half menu:**

People want some variety in the dish, so DECK gives them the chance to have a half and half dish. This means that the customer can choose a dish from the meat or fish department and another one from the vegetarian department, and they will be put in the same dish, as the typical Spanish 'plato combinado'. This way client will get a more complete meal, nutritionally speaking. Portion of each half will be twice smaller, but customers will get a more complete meal. The price of those dishes will be the average price between the two dishes. Average cost for such dish will be 10 euros.

#### **Midday menu:**

As any other restaurant in the area, DECK will offer a midday menu, apart from its usual seasonal menu. It will be composed of two dishes and a dessert. The first dish will be taken and prepared by the customer, as it will be a salad and soup bar. When the customers get to the table they will choose their second dish from the midday menu (changes every week) and while it gets cooked they will get their salad or soup and eat it. There will be a wide variety of vegetables, salad toppings and a few soups in the bar, and there will be five options from both the second dish and the dessert.

This menu will be 13.95€.

**Quick lunch:**

Apart from our menus and dishes, there is a special quick lunch option (it will not be available in dinnertime). This quick lunch will be served in a specific part of the restaurant. There will be a small selection of sandwiches to choose from, and they are all special, tasty and fulfilling with nutrients needed on a meal. Average price per sandwich is 8€.

**Special occasion menus:**

DECK is a restaurant with a really dynamic and constantly changing menu. That's why it also offers special occasion menus on specific days, celebrating certain dates. In some of those occasions there are other changes apart from the food, such as decoration, music or the experience itself. Prices for special occasion menus will vary from 15€ to 30€ per person.

- St. Valentine's menu
- Earth Day menu
- Aste Nagusia menu
- Music Day menu
- St. Thomas menu

**3.6 Client capacity and expectation****Capacity:**

Client capacity of the restaurant's menu dining area and terrace per shift is the following:

- 15 four-people tables = 60 people sitting down.
- 4 four-people tables in the terrace = 16 people outside.

So in every shift the total capacity is 76 people.

In the quick lunch bar that is only open in lunchtime and the client capacity per shift is 6.

There are two shifts in the regular menu dining area and the quick lunch bar has six shifts, as it is much quicker.

So the total capacity of clients during each meal is the following:

Lunchtime:

- Dining area:  $76 \times 2 = 152$  seats.
- Quick lunch bar:  $6 \times 6 = 36$  seats.

Dinnertime:

- Dining area:  $76 \times 2 = 152$  seats.

**Expectations:**

Restaurant won't have the same amount of customers during weekdays and on the weekends. The expectations of customers coming to the restaurant are the following.

Weekdays – Mon, Wed, Thu (Tue closed)

- Lunchtime - 40% of 152 seats = 61 people

- Quick lunch - 80% of 36 seats = 29 people
- Dinner - 55% of 152 seats = 84 people

Total amount of expected customers during weekdays are 174 people/day.

Weekends – Fri, Sat, Sun

- Lunchtime - 85% of 152 seats = 129 people
- Quick lunch - 95% of 36 seats = 34 people
- Dinner - 90% of 152 seats = 137 people

Total amount of expected customers during weekends are 300 people/day.

Special occasions

- Lunchtime - 75% of 152 seats = 114 people
- Dinnertime - 90% of 152 seats = 137 people

Total amount of expected customers during special occasions are 251 people/day.

Summary: amount of visitors per month:

Weekdays (174x3x4) + weekends (300x3x4) + special occasion\* (251x1) =

Weekdays (2088) + weekends (3600) + special occasion (251) = 5939 people

So monthly we expect 5939 people to visit our restaurant.

\* There isn't always a special occasion every month, but for the purpose of calculating the circulation of customers, we will pretend there is one.

### **3.7 Market analysis**

#### **3.7.1 Segmentation**

Our restaurant belongs to 'Full service segment' as it is a sit-down restaurant that has table service and high quality food. Restaurant fully prepares meals and serves them to customers.

According to North American industry classification system 'Full-Service Restaurants – this industry comprises establishments primarily engaged in providing food services to patrons who order and are served while seated (i.e. waiter/waitress service) and pay after eating. These establishments may provide this type of food services to patrons in combination with selling alcoholic beverages, providing takeout services, or presenting live non-theatrical entertainment.' (NAICS, 1999)

Our menu options are based on healthy eating concept with high-class customer service. Customers who will come to our restaurant will have their meals in a relaxed pace, without being in a rush. Customers expectation are higher when they come to restaurants of this type and they demand better service and quality and they are ready to pay more.

From the meal options point of view, our restaurant belongs to Healthy restaurants segment, because our dishes are healthy, organic and locally produced.



Our main customers are friends and couples, who are ready to pay more for their meal experience and who care about the food they eat. Those customers usually look for a comfortable and relaxing atmosphere to spend time with their friends or with each other, while enjoying good quality meal. Another potential customer group is workers and business people who will mostly come during the lunchtime to enjoy fresh healthy meal and salad bar.

The restaurant is located in the Old town of the city and will attract Tourists thanks to its good location and interesting concept of producing dishes from local ingredients. Location will also attract locals from the area, who look for a place to go out for dinner.

### **3.7.2 Competitors**

We have two types of competitors: by concept and by area. In one group there are the restaurants that may have something in common with ours, such as healthy restaurant or vegetarian restaurants. In the other group we have restaurants that are in the same area as ours, even though their style and cooking may have nothing in common with ours.

The restaurants from the first group that we found in Bilbao are nowhere near DECK, but can still be competitors if we think of clients that looking specifically for healthy food and so: Foodoo, Sua San, Algo Diferente, Garibolo, Pizza Leggera and Pura Burger.

They all have different styles and menus, but have something in common, healthy food. We consider those competitors to be the most important ones and they are similar to our business.

First of them, Foodoo already has four restaurants in Basque country area, and three of them are located close by: one in Bilbao and two in Barakaldo, which is a few kilometers away. Foodoo are a well-known brand and have a lot of loyal customers who they got during the years of operations. Foodoo has lower prices, than our restaurant will have and they offer cheaper combined menus. Those are their main strengths, compared to our restaurant. On the other hand, their meal offer is different from ours and they are mostly concentrated on low calories green food, like salads. Also, they don't follow the slow food concept and they don't speak about ingredients origin. So mainly Foodoo's concept is healthy food, which makes them different from us, because we concentrate on local, ecological ingredients that will create the new food experience.

Their location is similar to ours, but it's further away from the Old town and a bit hidden from the main walking paths. It will give us an advantage, because we are planning to be in the very middle of the Old town on the more visible spot. We will be able to attract more passing by people, and our concept has more unusual elements, like '0 km food', 'hipster ambience', and less traditional meal offer.

Another important competitor is Sua San. It has more differences from our restaurant, as its closer to café style, than a restaurant. They are not fine dining restaurant and mostly serve breakfasts and lunches. They have small premises and they are located in the other part of the city, more modern and businesses oriented.

Their main offers are quick meals: salads, sandwiches, soups and healthy drinks. Prices are lower than ours will be, as they focus on faster customer rotation. Sua San doesn't offer '0 km food' and their raw materials are cheaper and mass produced.

The other competitor group is the restaurants in Bilbao Old town area. We compete with them directly in our zone. In this area there are many restaurants, all of them are very different, but even though we have different meal offers we are competing against each other. In this segment the customer is not someone looking for healthy food, but someone who is in the Old Town and planning to eat in the area. Restaurants: Epede Mardaras, Berton Bukoi, Sasibil, Con B de Bilbao, Irrintzi, Sidreria Asador Arriaga, Amboto and La Deliciosa.

Our main differences are the meal offer and concept.

### 3.8 Technical info about the restaurant

#### 3.8.1 Opening hours

DECK restaurant will be open 6 days a week; Tuesday will be a day off.

This would help to save costs and simplify staff scheduling.

Tuesday was chosen to be a day off because it's one of the slowest days on the week.

Usually from Sunday evening to Wednesday people in Bilbao are less outgoing and all restaurants and bars of the city prefer to close earlier and they expect less customers to come.

Table 1. Opening hours of the restaurant

	Mon.	Tue.	Wed.	Thu.	Fri.	Sat.	Sun.
Lunch	12:30 - 16:00		12:30 - 16:00	12:30 - 16:00	12:30 - 16:00	12:30 - 16:00	12:30 - 16:00
Dinner	20:30 - 23:00		20:30 - 23:00	20:30 - 23:00	20:30 - 00:30	20:30 - 00:30	20:30 - 23:00

Working hours of staff are different, as they have to prepare for every shift and clean afterwards.

#### 3.8.2 Location

Location is a really important factor, so we decided to open our restaurant in Casco Viejo, the Old Town of the city. It's a popular busy area that attracts many tourists and locals.

Area is close to many sights, local market and shops and with excellent connections thanks to the public transport network.

#### 3.8.3 Establishment info

We are planning to rent a ready-made space made for restaurant establishment. There are always a few available for rent, as Old Town is a very dynamic and changeable area. In the dining area there will be 15 tables for four people and a high table with six high chairs for the quick lunches. It also has a big built-in bar.

The kitchen will have brand new equipment bought specially for this kitchen, its size and characteristics. On the outside terrace there is space for four four-people tables.

#### 3.8.4 Staff

Eight people will form DECK restaurant's staff: a head chef, a chef, an assistant chef, two part-time bartenders, a headwaiter and two waiters.

Bartenders will be work as waiters as well, when necessary. This is a lot of people working in the restaurant, but we give special importance to the service and the client, so based on observations and our experience we think this is the right number of workers needed to take care of the clients. After we start working we might reconsider staff amount, if necessary.

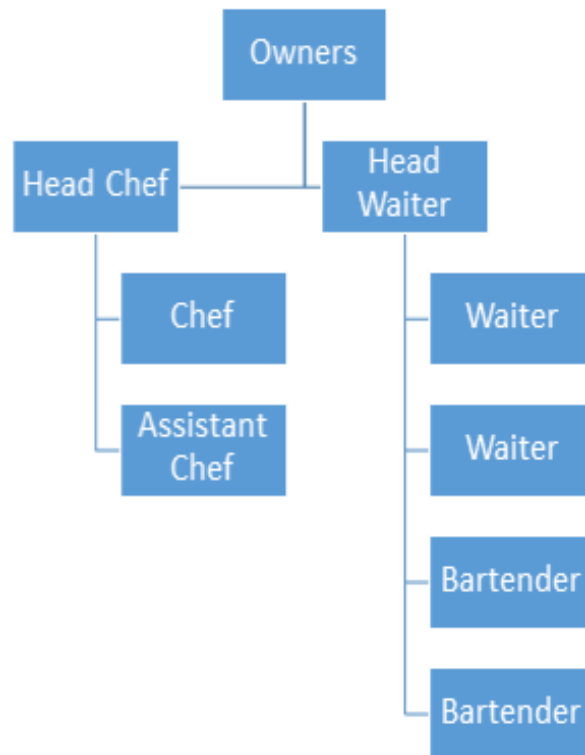


Figure 2. Restaurant's staff structure

All the workers will have uniforms. The kitchen staff will wear black regular chef outfits, but the bartenders and waiters will help the hipster vibe of the restaurant by wearing buttoned up shirts with suspenders and skinny jeans. Each worker will have different working hours and responsibilities. Working hours will vary, but amount of hours per month would be well controlled and kept the same for fair salary.

**Head chef:** The head chef is the top chef in the kitchen. He is the one responsible for the menu, the products, the dishes and the kitchen. He will order the food from suppliers and keep the food stock full.

The head chef has a great experience and have been working for many different restaurants. He is trained in the area, so he is totally capable of being the head of the kitchen. During working hours he is the one in charge of fish and meat, and he gives the last touches and his approval to every single dish before it goes out of the kitchen.

He is paid 2.825€ for 161 hours of work per month (40 hours a week), and has a day and a half off.

**Chef:** The chef is the one in charge of the correct preparation of the products before every shift, and cooking soups, vegetarian dishes and desserts. He has been trained and has worked several years in the restaurant industry. He works 43,5 hours a week, with a day and a half off. He gets paid 2.265€ for 174 hours of work a month.

**Assistant chef:** The assistant chef helps the chef prepare the products before the shifts, cooks the starters and sandwiches and is in charge of the washing machine and cleaning everything. He has been trained but doesn't have much experience. He works 43,5 hours a week, with a day and a half off. He is paid 1,395€ for 174 hours of work a month.

**Bartender 1:** The night bartender will work 19,5 hours a week, with a day off. He will have a part time job. He has been trained in bartending and cocktail making. He makes 546€ a month, working 78 hours.

**Bartender 2:** The midday bartender will work 21 hours a week, with a day off. He has worked in the industry before and has been trained in bartending and cocktail making. He makes 588€ a month, working 84 hours.

**Headwaiter:** The headwaiter is in charge of organizing the other waiters and of the correct functioning of the dining area. He is the one in charge of the money and the one that works with the cash register. He works 41 hours a week, with a day and a half off. He gets paid 1.476€ per month, working 164 hours.

**Waiter 1:** Both waiters work attending the clients, taking their food from the kitchen to the table, cleaning and preparing the dining area and taking the drinks to the table.

The midday and weekends waiter works 40,5 hours a week, with a day and three nights off. For that, he makes 1.134€ a month, working 162 hours.

**Waiter 2:** The night and weekends waiter works 40,5 hours a week, with a day and three nights off. For that, he makes 1.134€ a month, working 162 hours.

### **3.8.5 Kitchen**

The kitchen will be brand new, designed for the needs of the restaurant.

Equipment would be ordered to fit kitchen sized and placed accordingly. There will be a window and a door connecting the kitchen with the dining area for staff convenience. The window to the dining area will be the place where the kitchen staff will leave the dishes when they are ready, and where the waiter's will take them.

### **3.8.6 Decoration and style**

The decoration of the walls will be part of the experience, as it has been explained before. Local artists will hang their art in our walls, with a rotation every two weeks.

Apart from that, we will keep the decoration of the restaurant pretty simple, to go with the idea of open-space with a hipster kind of vibe. In the chapter 5.3 *Differentiation* we already

talked about Hipsters and defined their style. Usually it is expressed through simple and unusual and possibly random elements.

Mijune Pak, a food columnist who has "Follow Me Foodie" web site and blog, wrote a sharp-witted article '10 characteristics of a hipster restaurant' where she pointed out to the main features of such restaurants. 'Long wooden communal tables, memorabilia and random mismatched furniture are common at hipster hangouts. Artwork by unknown artists and a handcrafted communal wooden table in some part of the room is common. It's either white and minimalistic or dark and gloomy. Most likely there will be some black and white or sepia tone photographs somewhere.' 'It seems a bit more like a hang out than a restaurant. There's free wi-fi and maybe some retro old school board games lying around. The food isn't necessarily secondary, but it's really about atmosphere and eating together at the wooden communal table. If you're alone, then you're using a laptop, reading a book, scribbling in a notebook, drawing in a sketchbook, playing on your iphone or listening to music on your ipod... or knitting.' 'The food is almost always homemade and an ode to comfort food.' 'Diets aren't cool so hipsters will never admit to being on one. The "bad for you food" is eaten in small amounts and it's how they stay so slim for those tighter fitting pants.' (Mijune Pak, 2012)

The walls will be white. The wood of the doors and bar counter will be given an old style paint hand, in order to look older and a little tough. The ceiling will be white as well. All this brightness and simplicity will give the client a feeling of calm and joy, and won't be annoying or distracting from the most important part of the experience, the meal. Even though the place will look simple and white, the furniture and the cutlery will give the hipster vibe and style. Instead of glasses people will use jars, and so. There will be plenty of small details that will work in common to give the hipster ambiance we are expecting.

The furniture will be a mixture of new and second hand chairs and tables. This will contribute to the hipster style the restaurant will have. Wooden tables, different size, some dark, some clear, with metallic old legs will be surrounded by different chairs, some old and used and others new and a bit modern. This messy look will not only help in the style and ambiance, but will also let people see that some furniture has been reused, which is also part of our conscious philosophy. We will have a big communal table, where people can have quick lunch. One more element will be a 'cleaning station' for guests to leave their dishes when they are done, take additional napkins, salt/pepper/ souse and some water. It is not necessary to use, but it is a big help for stuff and very convenient for customers, also it adds up to the hipster concept.

### 3.9 Suppliers

We knew we didn't have a big variety of options when choosing our suppliers, because we needed them to fulfill our values and philosophy. That's why we ended up searching for small businesses in the area, with quality and ecological local goods. We were lucky that our restaurant was in an area with a few shops that had what we were looking for. The distance to the restaurant was also important because slow food concept encourages the use of as much local products as possible, so it was important that everything was in the same area. The list of our providers:

**Geuria merkatua:** The first in the supplier list is Geuria Merkatua, a small store close to the restaurant's location. The decision of making Geuria one of the suppliers was easy, as it has the same philosophy as the restaurant. This market offers traditionally made, 0 km, organic products. It also has a website, where there is a list of its providers, so it is easy to track the origin of what we are buying.

**Kresalde denda ekologikoa:** Kresalde is a local store where you can find all organic food. Also we can find different types of rice and pasta. The store's philosophy is very similar to ours: both of us seek to offer organic food. We have chosen this store because it's a local store, and we want that all of our ingredients come from a local shop.

**Carrefour:** For all the ingredients we can't get from organic shops or local shops, we order them in the Carrefour shop located in front of the restaurant.

**Bilbao Cash:** Bilbao Cash is the store where we buy alcohol and beverages, as there is no chance to get them in the area, we find this place to be the closest and the one with the best quality-price ratio.

**Mercado de la Rivera:** The biggest indoor market in Europe is our main meat, fish and charcuterie supplier due to its near location to the restaurant and quality products. We have chosen Mercado de la Rivera because is a famous market here in Bilbao with a lot of history. Our philosophy is close: we both look to offer 0km food.

### **3.10 Marketing plan**

We will use Internet promotion, because we think it is the first and the most important channel of promotion. It is the fastest, inexpensive and easiest way to deliver information to our potential customers and to attract them.

We will create a webpage that will be constantly updated, so people can see what we are up to, what our philosophy is, our menus and special occasion calendar. Also, we will be present in pages like Tripadvisor (Constantly answering the comments posted about the restaurant), Foursquare, and so. We know how important social networks are, so we will also have accounts in the most important ones (Facebook, Twitter and Instagram) so customers have more ways of knowing what we are doing and how things go. We will post every single piece of news we have, such as new menus, dishes and so. When we start planning and running the activities we will also make a campaign in our social networks and webpage about it, and give some discounts to those attendees that got to know the activities via online.

We will also use the traditional way of promotion, physical promotion, by printing flyers in recycled paper and sharing them in touristic spots such as the Touristic Offices in Bilbao, shops and markets with the same philosophy and other important spots in the area. Apart from that we will also put some posters in the Old Town to advertise the opening of the restaurant. These posters will be made out of recycled paper.

We also want the customers to be an important part of the promotion, so we will encourage them to take pictures of the food and upload them to their social media, using some hashtags that will identify us. We will also repost those pictures from our own accounts, so that people's experiences and opinions get to the people that may be interested in our restaurant or that follow us on the social media.

Every once in a while we will offer special treats and discounts, even competitions between the people posting photos in their social media. With all of this we will try to get more people to come to the restaurant, or to come back.

### **3.11 SWOT analysis**

Here there is a SWOT analysis, which helps to demonstrate strengths, weaknesses, opportunities and threats of our business.



Table 2. SWOT analysis

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Central location, busy area</li> <li>• Trendy, modern, 'hipster' concept</li> <li>• Healthy, bio, slow food</li> <li>• Quality service</li> <li>• Nice atmosphere and design</li> <li>• Interesting activities</li> <li>• Different menus (e.g. seasonal, midday, quick, special etc.)</li> <li>• Terrace with 4 tables</li> </ul>	<ul style="list-style-type: none"> <li>• Busy area with many competitors</li> <li>• Restaurants depends a lot on staff: takes responsibility of their performance, quality of their work</li> <li>• Restaurant doesn't provide Trainings for staff, some workers aren't very experienced</li> <li>• Price range of the restaurant is above average and is more expensive than some of the restaurants in the area</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• There are many opportunities of providing different dishes in different seasons</li> <li>• Following Healthy eating trend which is becoming more popular</li> <li>• Attracting more customers by promotion and activities</li> </ul>	<ul style="list-style-type: none"> <li>• Competitors of the area and new potential competitors starting business</li> <li>• Competitors with the same 'healthy food' concept</li> <li>• Changeable prices for food products, suppliers might rise prices</li> <li>• Restaurant doesn't offer delivery service, some competitors do</li> </ul>

### 3.12 Pricing structure

DECK restaurant will have a wide selection of dishes in the menu and this menu will change from time to time. Because of that it's important to develop a pricing structure to follow it when deciding selling prices for dishes.

As an example, we will describe one of the dishes from the menu: Gazpacho soup. To cook one portion of Gazpacho we will spend 2€ on ingredients.

Table 3. Gazpacho soup pricing

INGREDIENTS	QUANTITY	PRICE	PRICE/QUANTITY
Tomato	300 g	3.5€/kg	1.05 €
Garlic	10g	0.85€/100g	0.09 €
Onion	20 g	2€/kg	0.04 €
Pepper	100 g	2.25€/kg	0.23 €
Cucumber	20 g	3.48€/kg	0.07 €
White bread	100 g	1.20€/kg	0.12 €
Vinegar	5ml	1,39€/l	0.01 €
Olive oil	100ml	3.96€/l	0.40 €
Salt	1g	5,86€/l	0.01 €
		TOTAL:	2.00 €

### 3.13 Initial investment and Start-up plan

Estimated amount of money we need to start the restaurant is 57,960€.

Table 4. Start-up expenses

<b>Start-up Expenses</b>	<b>Estimated Cost</b>
Construction	€ 0
Kitchen, cutlery, music & bar Equipment	€ 35,780
Napkins	€ 80
Restaurant furniture and decorations	€ 4,000
Cleaning supplies	€ 200
Office Supplies	€ 100
Legal Permits	€ 800
Advertising & promoting	€ 500
Food & Liquor for opening day	€ 1,000
Rent of first three months	€ 14,400
Uniforms	€ 750
Printed menus	€ 350
<b>Total</b>	<b>€ 57,960</b>

Kitchen, cutlery, music & bar equipment would be the biggest start-up expense.

We will spend around € 35,780 to buy those. This amount includes everything we need to equip kitchen and partly dining room. Attachment 2 in the end of this business plan has more detailed prices of the equipment.

Another major expense is rent of first three months. According to milanuncios.com and www.idealista.com web sites which are the biggest databases for premises for rent, prices in Bilbao area start from 1,000€ per month. A few suitable options for us started from 2,750€ per month to 5,000€ per month.

We have decided that we should cover for ourselves in order to have some money to put into the business during the next months. We would multiply 57,960€ for two, in order to be able to operate the next year without risking as much. The restaurant will need time to settle in the market and to start getting benefits, so we will need a money cushion to maintain the business until we get to that point.

In that case the money we will need will be  $(57,960 \times 2) = 115,920\text{€}$ , we will round them till 120,000€

This start up investment will have two sources: the owner's investment and a bank's loan. It will be distributed in the following way:

The owner will put the 50% of the money needed, so 60,000€ and we will ask for the bank loan of 60,000€. This loan will be paid in three years on a 3% year commission.

Monthly payment is €1,744.87 (Total payments made during 3 years will be € 62,815), so loan cost is 2,815.

Loan calculations are attached in the end of the Business plan, attachment number 3.

### 3.14 Fixed costs

Our fixed costs will be the same every month. Fixed costs include rent, water, electricity, garbage, laundry, bank loan, amortization, tax and salaries. All those costs are calculated per month and will be valid till major changes.

Table 5. Monthly fixed costs

<b>Expenses</b>	<b>Cost</b>
Rent	€4,800.00
Water & Electricity	€2,000.00
Garbage	€70.77
Laundry	€200.00
Loan	€1,744.87
Amortization	€381.26
Self employment tax	€25.00
Salaries	€11,363.00
<b>Total</b>	<b>€20,584.90</b>

### 3.15 Amortization

All the start up cost loses their value, as time goes by. Because of that we need to save some money each year so that when we have to change something we will have a money cushion.

Table 6. Amortization

	<b>Cost</b>	<b>Years</b>	<b>Each year cost</b>	<b>Each month cost</b>
<b>Material</b>				
Uniforms	€750.00	7	€107.14	€8.93
Menus	€350.00	7	€50	€4.17
Equipment	€35,780.00	10	€3,578	€298.17
Napkins	€80.00	2	€40	€3.33
Furniture	€4,000.00	10	€400	€33.33
Cleaning	€200.00	2	€100	€8.33
Office supplies	€100.00	2	€50	€4.17
<b>Not material</b>				
Advertising & promotion	€500.00	2	€250	€20.83
		<b>Total</b>	<b>€4,575.14</b>	<b>€381.26</b>

### 3.16 Sales forecast

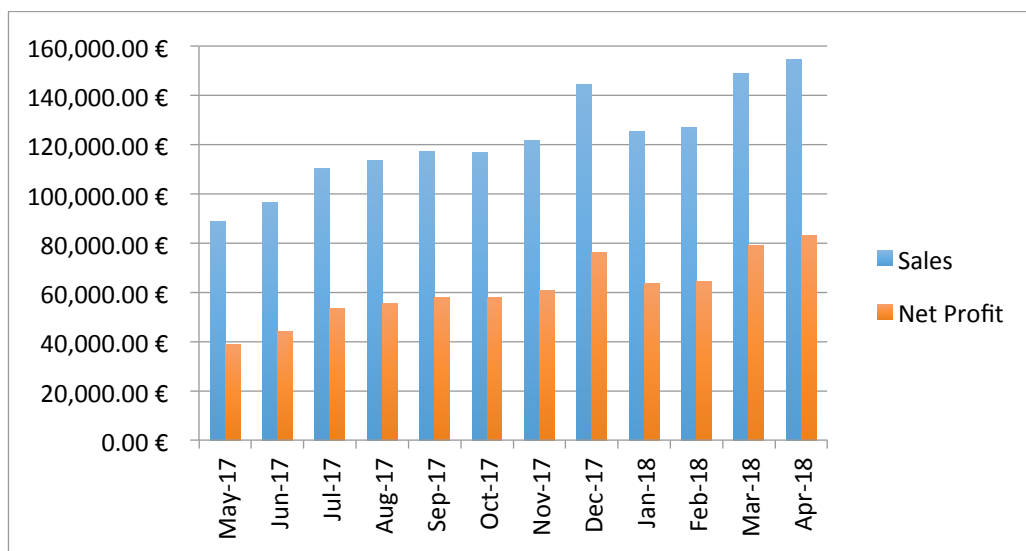


Figure 3. Graphic of Sales and Net profit forecast for 1<sup>st</sup> year of operation

This figure visually shows ratio between Sales and Net profit during the 1<sup>st</sup> year of DECK's operation. We calculated time period from May 2017 to April 2018.

Table 7. Sales forecast

Month	Sales	Variable costs	Fixed costs	Net Profit
May-17	€ 88,925.60	€ 29,345.45	€20,584.90	€ 38,995.25
Jun-17	€ 96,636.80	€ 31,890.14	€20,584.90	€ 44,161.76
Jul-17	€ 110,457.40	€ 36,450.94	€20,584.90	€ 53,421.56
Aug-17	€ 113,403.60	€ 37,423.19	€20,584.90	€ 55,395.51
Sep-17	€ 117,352.80	€ 38,726.42	€20,584.90	€ 58,041.48
Oct-17	€ 116,872.60	€ 38,567.96	€20,584.90	€ 57,719.74
Nov-17	€ 121,636.00	€ 40,139.88	€20,584.90	€ 60,911.22
Dec-17	€ 144,613.80	€ 47,722.55	€20,584.90	€ 76,306.35
Jan-18	€ 125,404.40	€ 41,383.45	€20,584.90	€ 63,436.05
Feb-18	€ 126,842.40	€ 41,857.99	€20,584.90	€ 64,399.51
Mar-18	€ 148,979.40	€ 49,163.20	€20,584.90	€ 79,231.30
Apr-18	€ 154,627.20	€ 51,026.98	€20,584.90	€ 83,015.32
<b>Total:</b>	<b>€ 1,465,752.00</b>	<b>€ 483,698.16</b>	<b>€ 247,018.80</b>	<b>€ 735,035.04</b>
<b>Average:</b>	<b>€ 122,146.00</b>	<b>€ 40,308.18</b>	<b>€ 20,584.90</b>	<b>€ 61,252.92</b>
<b>Average %:</b>	<b>100%</b>	<b>33%</b>	<b>17%</b>	<b>50%</b>

This is the summary of Sales forecast for the 1st year of Restaurant's operation. Additionally, there is a detailed explanation in the appendix.

### 3.17 Break Even point

$$\text{Break even point} = \frac{\text{Fixed costs}}{\text{Avg use of money - variable costs}} = \frac{€20,584.90}{€27.50 - €9.075} = 1117$$

variable costs (33%) of each dish price = 9.075€

Figure 4. Break Even point formula

To break even restaurant needs 1,117 customers per month spending 27.50€ per person. 27.50€ per person is the average use of money per person in our restaurant during dinnertime.

In this case restaurant will make 30,717.50€ and won't have neither profit nor losses.

It is 13,407 customers per year spending 27.50 per person, restaurant makes 368,692.50€

### 3.18 Summary

Restaurant we are setting up will perfectly fit into nowadays trends, as healthy and organic food trend been growing in Europe and Spain particularly during the last years.

Publication 'Organic in Europe – prospects and developments' 2014 confirms this point very well.

People start to care more and more about the food they eat and eating healthy has become much more popular. Our concept includes many elements at once and no other restaurant in the area has all of them to offer at the same time.

Our suppliers are small businesses in the area, with quality and ecological local goods.

Our location in the Old town of Bilbao gives us a great advantage and bigger amount of both local customers and tourists. Our main potential customers are friends, couples, and tourists and individuals during the lunch time as well as business people working nearby.

Our staff is formed by a head chef, a chef, an assistant chef, two part-time bartenders, a head waiter and two waiters – we give special importance to the service and the client, so this is the exact number of workers needed to take proper care of the clients.

Restaurant's decoration will support meal experience and create comfortable and simple style. Mixture of old and new furniture, different materials, sizes and colors will make area more playful and stylish. Simplicity and brightness will give the client a feeling of calm and joy, and won't be annoying or distracting from the most important part of the experience,

To start a business we will need 120,000€ and this sum includes most of the expenses, salaries and rent of the first year of restaurant's operation as restaurant needs time to

settle down before starting to be profitable. This start up investment will have two sources: the owner's investment and a bank's loan. It will be distributed in the following way: The owner will put the 50% of the money needed, so 60,000€ and we will ask for the bank loan of 60,000€. This loan will be paid in three years on a 3% year commission. Monthly payment is €1,744.87 (Total payments made during 3 years will be € 62,815), so loan cost is 2,815.

To break even restaurant needs 1,117 customers per month spending 27.50€ per person. 27.50€ per person is the average use of money per person in our restaurant during dinnertime. In this case restaurant will make 30,717.50€ and won't have neither profit nor losses.

It is 13,407 customers per year spending 27.50€ per person, restaurant makes 368,692.50€

On the initial stage we will actively promote restaurant in social networks, city guidebooks and with physical posters on the walls in Bilbao Old town. We will keep our website and social networks with regular updates and news.

## **4 Conclusion**

Writing a business plan is a long difficult process and theory support is essential to get the best possible outcome.

Before starting to write my Business plan I read a lot of materials: different articles, business plan guidance books and blogs of different experts.

Also I read many business plan examples of hospitality area professionals and fellow students. They were the most helpful, as they gave me more clear directions and practical approach.

After more clear understanding of the business plan structure I was able to create my own table of contents to properly organize my ideas. This approach gave me a full picture of what I need to find out and what is are the things I need to consider. Of course I had to modify my preliminary plan because new ideas were coming during the process and some other points started to be unnecessary.

My business plan is a ready well-planned project that could be actually implemented.

I'm satisfied with the result and realize that I learned a lot during the process.

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## Appendices

### Appendix 1: A la Carte menu example



<b>Starters</b>	
Ceviche	12,50€
<i>Sole and shrimp ceviche with tomato and onion</i>	
Spring salad	8,50€
<i>Salad with egg, asparagus, tuna, cucumber, onion, olives, baby corn and tomatoes</i>	
Caesar salad	8,50€
<i>Salad with chicken breast, parmesan cheese, croutons and sauce</i>	
Dipping vegetables	4,50€
<i>Vegetable sticks served with cream cheese and homemade guacamole, hummus and mayonnaise</i>	
Tuna salad wrap	6,50€
<i>Tuna salad with tomato, onion and olives rolled in a flour tortilla</i>	
<b>Soups</b>	
Soup of the day	3,50€
<i>A different soup everyday, made out of seasonal vegetables</i>	
Gazpacho	6,00€
<i>Cold tomato soup with chopped vegetables on the side</i>	
Seasonal vegetable soup	6,00€
<i>Soup made out of fresh seasonal vegetables</i>	
Chicken noodle soup	7,00€
<i>Chicken soup with noodles and vegetables</i>	
Fish soup	7,50€
<i>Sole, shrimp and squid accompanied by vegetables in a homemade fish broth</i>	

Sandwiches	
<i>Bagel</i>	5,85€
<i>Bagel filled with turkey, tomato, lettuce and cream cheese</i>	
Wrap	13,50€
<i>Salmon burrito cooked with worchester sauce, mozzarella, black pepper, tomato</i>	
Sandwich	8,95€
<i>Tuna salad filled sandwich</i>	
Kebab sub	6,75€
<i>Pita bread filled with grilled pulled york ham, feta cheese, lettuce, tomato</i>	
Hamburger	6,05€
<i>Beef, avocado, lettuce, tomato, cheese</i>	

#### Vegetarian

All of the following dishes are vegetarian, and can be turned into vegan.

Pasta with zucchini and garlic	6,50€
<i>Whole-wheat pasta/Regular pasta/Gluten free pasta with sauteéd zucchini, garlic and parsley</i>	
Spinach-pasta with tomato sauce and cheese	8,00€
<i>Spinach-pasta topped with a homemade tomato sauce, basil and parmesan cheese.</i>	
Rice with seasonal vegetables	6,50€
<i>White or brown rice with seasonal and organic vegetables, cooked in homemade vegetable broth.</i>	
Quinoa with onion and peppers	8,00€
<i>Quinoa cooked in homemade vegetable broth and stir fried with onion and bell peppers.</i>	
Mashed potatoes with sides	5,00€
<i>Mashed potatoes with a side of peas and sauteéd green beans, covered in vegetable gravy</i>	





Meat

Stuffed chicken breasts 13,50€

*Chicken breast stuffed with veggies and cheese, served with lightly fried asparagus*

Turkey chili 13,00€

*Turkey stew with beans, vegetables and spices*

Stuffed peppers 10,50€

*Peppers stuffed with rice and minced meat, served under tomato sauce and cheese*

Chicken meatballs 9,50€

*Chicken meatballs covered in mustard sauce, served with steamed broccoli & cauliflower*

Beef stew 10,50€

*Marinated stewed beef with vegetables, served with mixed rice*

Fish

Grilled salmon with sour cream 12,00€

*Grilled salmon covered in sour cream, accompanied by stir fried green peppers and onion and sprinkled with lemon juice*

Tuna steak with tomato sauce 12,00€

*Stewed tuna steak with potatoes, onion, garlic and green pepper in a homemade tomato sauce*

Grilled shrimp 14,00€


*Marinated and grilled shrimp with salad and vinaigrette*

Dorado papillot 12,50€

*Dorado baked in its own juices in papillot, with a side of vegetables*

Garlic squid 12,00€

*Squid with garlic, paprika and parsley served on a bed of potato and onion, and sprinkled with lemon juice*



Dessert

All of the following dishes are vegetarian, and can be turned into vegan.

Seasonal fruit in a stick	4,00€
<i>A mix of seasonal fruits in a stick</i>	5,00€
Homemade pancakes	5,50€
<i>Delicious light pancakes</i>	
Ice cream sorbet	5,50€
<i>Lemon ice cream with crunchy cereals and a touch of mint</i>	
Yoghurt with raspberries	4,50€
<i>Light yogurt with crunchy cereals and a mix of seasonal fruit</i>	

Ask our staff about half and half  
and special occasions menus!

## Beverages

### Without alcohol

#### SMOOTHIES

<i>Banana Ginger Smoothie</i>	4,50€
<i>Citrus Berry Smoothie</i>	4,50€
<i>Mango and Coconut Green Smoothie</i>	5,00€
<i>Almond Butter and Banana Smoothie</i>	4,50€
<i>Green Tea Smoothie</i>	4,00€
<i>Strawberry Almond Smoothie</i>	5,00€

#### JUICES

<i>Green Juice</i>	3,50€
<i>Mango and Papaya Juice</i>	4,00€
<i>Carrot and Orange Juice</i>	3,50€
<i>Berry Juice</i>	4,00€
<i>Kiwi and Kale Juice</i>	4,50€
<i>Ginger Beet Juice</i>	4,50€

#### MILKSHAKES

<i>Avocado Milkshake</i>	5,00€
<i>Chocolate Milkshake</i>	4,50€
<i>Berry Milkshake</i>	5,00€
<i>Banana Milkshake</i>	4,50€
<i>Vanilla Spice Milkshake</i>	4,50€
<i>Minty Green Milkshake</i>	4,50€



*VIRGIN COCKTAILS*

<i>Mojito</i>	4,50€
<i>Caipirinha</i>	4,00€
<i>Margarita</i>	4,00€
<i>Bloody Mary</i>	4,50€
<i>Tequila Sunrise</i>	4,50€
<i>Sex on the Beach</i>	4,00€

*REFRESHMENTS*

<i>Coke</i>	2,00€
<i>Orange/Lemon Kas</i>	2,00€
<i>Seven Up</i>	2,00€
<i>Tonic</i>	2,00€

*WATER*

<i>Plain water</i>	1,00€
<i>Soda water</i>	2,00€
<i>Water with Lemon and Lime</i>	3,00€
<i>Water with Mint, Apple and Lemon</i>	3,00€
<i>Water with Cucumber and Ginger</i>	3,00€
<i>Water with Berries</i>	3,50€

All of them with plain or soda water



*COFFEE (All can be iced)*

<i>Espresso</i>	2,00€
<i>Mocha</i>	4,50€
<i>Caffe Latte</i>	4,00€
<i>Capuccino</i>	5,00€
<i>Caramel Macchiato</i>	5,50€
<i>Frappuccino</i>	5,00€
<i>Caramel Frappuccino</i>	5,50€

*TEA*

<i>Green Tea</i>	2,00€
<i>Red Tea</i>	2,00€
<i>Black Tea</i>	2,00€
<i>Chai Tea</i>	2,00€
<i>Chamomile Tea</i>	2,00€
<i>Hibiscus Tea</i>	2,00€
<i>Mint Blend Tea</i>	2,00€
<i>Rooibos Tea</i>	2,00€



<b>With alcohol</b>	
<i>BEERS (La Salve Bilbao local beer)</i>	
<i>Lager</i>	3,00€
<i>Bitter</i>	3,00€
<i>Dark</i>	3,00€
 <i>WINE (Ostatu, from Álava)</i>	
<i>Red wine</i>	12,00€
<i>White wine</i>	12,00€
<i>Rosé wine</i>	12,00€
<i>Crianza wine</i>	12,00€
 <b>CAVA</b>	 15,00€
 <b>COCKTAILS</b>	
<i>Mojito</i>	7,50€
<i>Caipirinha</i>	7,00€
<i>Margarita</i>	7,50€
<i>Bloody Mary</i>	7,00€
<i>Tequila Sunrise</i>	7,00€
<i>Sex on the Beach</i>	7,50€
 <b>LIQUORS</b>	
<i>Gin, vodka, patxarán, whisky, Baileys, cognac...</i>	
	Combined 7,00€
	Glass 5,00€
	Shot 3,00€

## Appendix 2. Equipment costs

### PRICES

OBJECTO	OBJECT	PRICE
Vaso de txupito x20	Shot glass x20	€29.90
Copa de cognac x10	Cognac glass x10	€11.50
Vaso para whisky x10	Glass for whiskey x10	€12.00
Copa helado x20	Ice cream cup x20	€13.00
Copa milkshake x30	Milkshake cup x30	€88.50
Jarra para refresco y cocktail x50	Jar for refreshments & cocktails x50	€75.00
Botella para agua con cosas x20	Water bottle x20	€59.00
Jarra zumos y smoothies x30	Jug for juices and smoothies x30	€90.00
Copa de vino x30	Wine glass x30	€37.50
Copa de cava x12	Cava glass x12	€15.90
Jarra de cerveza x20	Beer glass x20	€34.95
Tetera x20	Teapot x20	€339.00
Centricero x4	Ashtray x4	€5.60
Set de aliño x15	Salad dressing set x15	€270.00
Set de sal/pimienta x15	Salt / pepper set x15	€89.25
Coctelera x3	Cocktail Shaker x3	€17.85
Pala para hielo x2	Ice blade x2	€9.90
Pinza x10	Kitchen clip x10	€29.50
Cubitera x5	Wine cooler x5	€34.75
Tenedores x90	Forks x90	€74.25
Cuchillo de pescado x60	Fish knife x60	€55.00
Cucharilla de postre x90	Spoon for dessert x90	€49.50
Cucharilla de café x60	Coffee spoon x60	€30.00
Cuchara x90	Spoon x90	€87.00
Cuchillo x90	Knife x90	€129.00
Cucharón para servir en buffet x2	Bucket for serving in buffet x2	€9.90
Plato para primeros platos x90	Dish for first courses x90	€265.50
Plato para sopa x45	Soup dish x45	€112.50
Bol para sopa de buffet x30	Bowl for buffet soup x30	€67.50
Plato llano x90	Plain plate x90	€517.50
Vaso de cristal para café x45	Glass for coffee x45	€67.50
Vaso capuchino etc. x45	Cappuccino cup etc. X45	€177.75
Plato de postre x90	Dessert plate x90	€247.50
Bandeja para entrantes x45	Serving tray x45	€267.75
Sacacorchos x3	Corkscrew x3	€15.75
Cuchara batidora de cóctel x3	Cocktail mixer spoon x3	€8.25
Abrebotellas x3	Bottle opener x3	€4.50
Colador para cócteles x3	Colander for cocktail x3	€22.50
Bol x15	Bowl x15	€31.50
Cacharro para ketchup x15	Small bowl for ketchup x15	€45.00
Dispensador de papel x1	Paper Dispenser x1	€34.00
Cubo de basura 70L x1	Trash bin 70L x1	€6.50
Cubo reciclaje x3	Recycling bin x3	€90.90
Recogedor con palo x1	Picker with stick x1	€1.95
Palo de escoba x2	Broomstick x2	€1.90
Pie de escoba x1	Broom foot x2	€5.76
Fregona x1	Mop x1	€8.00

Cubo de fregona x1	Mop Bucket x1	€9.00
Congelador x1	Freezer x1	€349.99
Expositor de vinos x1	Wine stand x1	€225.00
Expositor de bebidas x1	Beverage display x1	€365.00
Envase grande para cámara frig. x5	Large container for fridge x5	€87.50
Tupper menos grande x5	Medium container for fridge x5	€87.50
Nevera x1	Fridge x1	€229.00
Tupper 1 x5	Container 1 x5	€32.50
Tupper 2 x5	Container 2 x5	€21.00
Tupper 3 x5	Container 3 x5	€54.75
Envasadora al vacío x1	Vacuum Sealer x1	€80.00
Bandeja de metal 1 x5	Metal tray 1 x 5	€109.85
Bandeja de metal 2 x5	Metal tray 2 x5	€47.50
Bandeja de metal 3 x5	Metal tray 3 x 5	€75.00
Bandeja de metal 4 x5	Metal tray 4 x5	€85.00
Biberón 6un x2	Bottle 6un x2	€15.00
Bandeja camarero x3	Tray for waiter x3	€22.20
Bol 1 x5	Bowl 1 x 5	€27.00
Bol 2 x5	Bowl 2 x 5	€28.75
Tijeras x3	Scissors x3	€20.85
Espátula silicona x3	Spatula silicone x3	€16.70
Racionador helado x2	ice cream scooper x2	€17.00
Pincel de silicona x2	Silicone Brush x2	€5.95
Abrelatas x1	Can opener x1	€9.50
Prensa ajos x1	Garlic press x1	€3.50
Espátula plancha x2	Flat spatula x2	€5.50
Espátula lisa x2	Smooth spatula x2	€9.90
Tenacilla x2	Barbeque Tongs x2	€11.50
Pasapurés x1	Vegetable Chopper x1	€39.95
Colador x1	Colander x1	€33.95
Batidor x1	Whisk x1	€6.95
Cazo de cocina x1	Cooking pot x1	€12.95
Colador chino x1	Chinese Colander (Chinois) x1	€14.95
Rallador x1	Grater x1	€5.95
Espumadera x2	Skimmer x2	€7.50
Paleta x2	Palette x2	€5.40
Cuchillo 1 x1	Knife 1 x1	€8.40
Cuchillo 2 x1	Knife 2 x1	€8.40
Cuchillo 3 x1	Knife 3 x1	€8.40
Cuchillo 4 x1	Knife 4 x1	€6.95
Cuchillo 5 x1	Knife 5 x1	€9.20



Cuchillo 6 x1	Knife 6 x1	€6.95
Cuchillo 7 x1	Knife 7 x1	€14.40
Barra magnética para cuchillos x2	Magnetic Bar for knives x2	€13.90
Tabla de corte x5	Cutting board x5	€149.75
Balanza electrónica x1	Digital scale x1	€24.95
Jarra medidora x3	Measuring cup x3	€15.00
Hervidor de agua x2	Water kettle x2	€44.00
Robot de cocina x1	Kitchen Robot (Combination Food Processor) x1	€500.00
Batidora de vaso x3	Bowl mixer x3	€330.00
Batidora de mano x1	Hand mixer x1	€65.00
Fregadero x1	Sink x1	€431.00
Lavavasos x1	Glass dishwasher x1	€1,175.00
Secador de manos x2	Hand dryer x2	€1,100.00
Botellero x5	Bottle rack x5	€2,990.00
Cocina x1	Stove x1	€495.00
Estantería x5	Shelves x5	€675.00
Microondas x1	Microwave x1	€299.00
Sartén 1 x2	Frying pan 1 x2	€79.90
Sartén 2 x2	Frying pan 2 x2	€59.90
Sartén 3 x2	Frying pan 3 x2	€50.90
Sartén 4 x2	Frying pan 4 x2	€39.90
Sartén 5 x2	Frying pan 5 x2	€33.90
Plancha x1	Grill surface x1	€250.00
Freidora x1	Deep fryer x1	€200.00
Fuente 1 x3	Baking dish 1 x3	€35.70
Fuente 2 x3	Baking dish 2 x3	€44.10
Cazuela 1 x2	Casserole 1 x 2	€113.90
Cazuela 2 x2	Casserole 2 x2	€99.90
Cazuela 3 x2	Casserole 3 x2	€83.90
Cazuela 4 x2	Casserole 4 x2	€59.00
Cazuela 5 x2	Casserole 5 x2	€57.90
Cámara frigorífica x1	Refrigerating chamber x1	€2,155.00
Máquina de hielo x1	Ice machine x1	€877.00
Lavavajillas x1	Dishwasher x1	€3,219.00
Grifo de agua x1	Water tap x1	€181.00
Máquina de café x1	Coffee machine x1	€2,944.00
Molinillo x2	Grinder x2	€628.00
Mesa de self-service x1	Self-service table x1	€733.00
Pantalla antiestomudos x1	Salad bar showcase x1	€116.00
Mesa caliente x1	Hot table x1	€753.00
Encimera x2	Countertop work surface x2	€1,440.00
Exprimidor de naranjas x1	Orange Juicer x1	€1,370.00
Dispensador de jabón x2	Soap Dispenser x2	€61.00
Calentador de sopa x2	Soup heater x2	€246.50
caja registradora	Cash register	€3,300.00
portátil música	Portable music player	€500.00
altavoces x6	Speakers x6	€1,800.00

<b>SUM:</b>	<b>€35,780.00</b>
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### Appendix 3. Bank loan calculation

Number of Month	Date	Beginning Principal balance	Payment	Monthly interest	Amount to principal	Balance Remaning
1	May-17	€ 60,000.00	(€1,744.87)	€ 150	(€1,594.87)	€ 58,405.13
2	Jun-17	€ 58,405.13	(€1,744.87)	€ 146	(€1,598.86)	€ 56,806.27
3	Jul-17	€ 56,806.27	(€1,744.87)	€ 142	(€1,602.86)	€ 55,203.41
4	Aug-17	€ 55,203.41	(€1,744.87)	€ 138	(€1,606.86)	€ 53,596.55
5	Sep-17	€ 53,596.55	(€1,744.87)	€ 134	(€1,610.88)	€ 51,985.67
6	Oct-17	€ 51,985.67	(€1,744.87)	€ 130	(€1,614.91)	€ 50,370.76
7	Nov-17	€ 50,370.76	(€1,744.87)	€ 126	(€1,618.95)	€ 48,751.81
8	Dec-17	€ 48,751.81	(€1,744.87)	€ 122	(€1,622.99)	€ 47,128.82
9	Jan-18	€ 47,128.82	(€1,744.87)	€ 118	(€1,627.05)	€ 45,501.77
10	Feb-18	€ 45,501.77	(€1,744.87)	€ 114	(€1,631.12)	€ 43,870.65
11	Mar-18	€ 43,870.65	(€1,744.87)	€ 110	(€1,635.20)	€ 42,235.45
12	Apr-18	€ 42,235.45	(€1,744.87)	€ 106	(€1,639.28)	€ 40,596.17
13	May-18	€ 40,596.17	(€1,744.87)	€ 101	(€1,643.38)	€ 38,952.79
14	Jun-18	€ 38,952.79	(€1,744.87)	€ 97	(€1,647.49)	€ 37,305.30
15	Jul-18	€ 37,305.30	(€1,744.87)	€ 93	(€1,651.61)	€ 35,653.69
16	Aug-18	€ 35,653.69	(€1,744.87)	€ 89	(€1,655.74)	€ 33,997.95
17	Sep-18	€ 33,997.95	(€1,744.87)	€ 85	(€1,659.88)	€ 32,338.07
18	Oct-18	€ 32,338.07	(€1,744.87)	€ 81	(€1,664.03)	€ 30,674.04
19	Nov-18	€ 30,674.04	(€1,744.87)	€ 77	(€1,668.19)	€ 29,005.86
20	Dec-18	€ 29,005.86	(€1,744.87)	€ 73	(€1,672.36)	€ 27,333.50
21	Jan-19	€ 27,333.50	(€1,744.87)	€ 68	(€1,676.54)	€ 25,656.96
22	Feb-19	€ 25,656.96	(€1,744.87)	€ 64	(€1,680.73)	€ 23,976.23
23	Mar-19	€ 23,976.23	(€1,744.87)	€ 60	(€1,684.93)	€ 22,291.30
24	Apr-19	€ 22,291.30	(€1,744.87)	€ 56	(€1,689.14)	€ 20,602.15
25	May-19	€ 20,602.15	(€1,744.87)	€ 52	(€1,693.37)	€ 18,908.79
26	Jun-19	€ 18,908.79	(€1,744.87)	€ 47	(€1,697.60)	€ 17,211.19
27	Jul-19	€ 17,211.19	(€1,744.87)	€ 43	(€1,701.84)	€ 15,509.34
28	Aug-19	€ 15,509.34	(€1,744.87)	€ 39	(€1,706.10)	€ 13,803.24
29	Sep-19	€ 13,803.24	(€1,744.87)	€ 35	(€1,710.36)	€ 12,092.88
30	Oct-19	€ 12,092.88	(€1,744.87)	€ 30	(€1,714.64)	€ 10,378.24
31	Nov-19	€ 10,378.24	(€1,744.87)	€ 26	(€1,718.93)	€ 8,659.31
32	Dec-19	€ 8,659.31	(€1,744.87)	€ 22	(€1,723.22)	€ 6,936.09
33	Jan-20	€ 6,936.09	(€1,744.87)	€ 17	(€1,727.53)	€ 5,208.55
34	Feb-20	€ 5,208.55	(€1,744.87)	€ 13	(€1,731.85)	€ 3,476.70
35	Mar-20	€ 3,476.70	(€1,744.87)	€ 9	(€1,736.18)	€ 1,740.52
36	Apr-20	€ 1,740.52	(€1,744.87)	€ 4	(€1,740.52)	€ (0.00)

Total loan cost: € 2,815

## Appendix 4. Sales forecast tables of 1<sup>st</sup> year of Restaurant's operations

May-17

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	25%	50%	30%	55%	45%	20%
Number of customers	38	76	46	84	16	7
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 1,045.00	€ 2,090.00	€ 1,254.00	€ 2,299.00	€ 210.60	€ 93.60
Days	14	12	14	12	14	12
Total sales	€ 14,630.00	€ 25,080.00	€ 17,556.00	€ 27,588.00	€ 2,948.40	€ 1,123.20
<b>TOTAL</b>	<b>€ 88,925.60</b>					

Jun-17

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	25%	55%	35%	55%	45%	25%
Number of customers	38	84	53	84	16	9
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 1,045.00	€ 2,299.00	€ 1,463.00	€ 2,299.00	€ 210.60	€ 117.00
Days	13	13	13	13	13	13
Total sales	€ 13,585.00	€ 29,887.00	€ 19,019.00	€ 29,887.00	€ 2,737.80	€ 1,521.00
<b>TOTAL</b>	<b>€ 96,636.80</b>					

Jul-17

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	25%	55%	35%	70%	45%	30%
Number of customers	38	84	53	106	16	11
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 1,045.00	€ 2,299.00	€ 1,463.00	€ 2,926.00	€ 210.60	€ 140.40
Days	13	14	13	14	13	14
Total sales	€ 13,585.00	€ 32,186.00	€ 19,019.00	€ 40,964.00	€ 2,737.80	€ 1,965.60
<b>TOTAL</b>	<b>€ 110,457.40</b>					

Aug-17

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	30%	60%	45%	70%	40%	30%
Number of customers	46	91	68	106	14	11
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 1,254.00	€ 2,508.00	€ 1,881.00	€ 2,926.00	€ 187.20	€ 140.40
Days	14	12	14	12	14	12
Total sales	€ 17,556.00	€ 30,096.00	€ 26,334.00	€ 35,112.00	€ 2,620.80	€ 1,684.80
<b>TOTAL</b>	<b>€ 113,403.60</b>					

## Sep-17

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	40%	50%	45%	70%	45%	30%
Number of customers	61	76	68	106	16	11
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 1,672.00	€ 2,090.00	€ 1,881.00	€ 2,926.00	€ 210.60	€ 140.40
Days	12	14	12	14	12	14
Total sales	€ 20,064.00	€ 29,260.00	€ 22,572.00	€ 40,964.00	€ 2,527.20	€ 1,965.60
<b>TOTAL</b>	<b>€ 117,352.80</b>					

## Oct-17

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	45%	45%	45%	70%	50%	40%
Number of customers	68	68	68	106	18	14
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 1,881.00	€ 1,881.00	€ 1,881.00	€ 2,926.00	€ 234.00	€ 187.20
Days	13	13	13	13	13	13
Total sales	€ 24,453.00	€ 24,453.00	€ 24,453.00	€ 38,038.00	€ 3,042.00	€ 2,433.60
<b>TOTAL</b>	<b>€ 116,872.60</b>					

## Nov-17

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	50%	50%	45%	70%	55%	40%
Number of customers	76	76	68	106	20	14
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 2,090.00	€ 2,090.00	€ 1,881.00	€ 2,926.00	€ 257.40	€ 187.20
Days	14	12	14	12	14	12
Total sales	€ 29,260.00	€ 25,080.00	€ 26,334.00	€ 35,112.00	€ 3,603.60	€ 2,246.40
<b>TOTAL</b>	<b>€ 121,636.00</b>					

## Dec-17

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	45%	55%	60%	80%	55%	60%
Number of customers	68	84	91	122	20	22
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 1,881.00	€ 2,299.00	€ 2,508.00	€ 3,344.00	€ 257.40	€ 280.80
Days	12	15	12	15	12	15
Total sales	€ 22,572.00	€ 34,485.00	€ 30,096.00	€ 50,160.00	€ 3,088.80	€ 4,212.00
<b>TOTAL</b>	<b>€ 144,613.80</b>					

## Jan-18

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	45%	60%	55%	60%	55%	55%
Number of customers	68	91	84	91	20	20
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 1,881.00	€ 2,508.00	€ 2,299.00	€ 2,508.00	€ 257.40	€ 257.40
Days	14	12	14	12	14	12
Total sales	€ 26,334.00	€ 30,096.00	€ 32,186.00	€ 30,096.00	€ 3,603.60	€ 3,088.80
<b>TOTAL</b>	<b>€ 125,404.40</b>					

## Feb-18

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	50%	70%	55%	65%	55%	60%
Number of customers	76	106	84	99	20	22
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 2,090.00	€ 2,926.00	€ 2,299.00	€ 2,717.00	€ 257.40	€ 280.80
Days	12	12	12	12	12	12
Total sales	€ 25,080.00	€ 35,112.00	€ 27,588.00	€ 32,604.00	€ 3,088.80	€ 3,369.60
<b>TOTAL</b>	<b>€ 126,842.40</b>					

## Mar-18

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	50%	70%	60%	70%	55%	60%
Number of customers	76	106	91	106	20	22
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 2,090.00	€ 2,926.00	€ 2,508.00	€ 2,926.00	€ 257.40	€ 280.80
Days	13	14	13	14	13	14
Total sales	€ 27,170.00	€ 40,964.00	€ 32,604.00	€ 40,964.00	€ 3,346.20	€ 3,931.20
<b>TOTAL</b>	<b>€ 148,979.40</b>					

## Apr-18

	Lunch		Dinner		Quick lunch	
	Weekdays	Weekends	Weekdays	Weekends	Weekdays	Weekends
Capacity	152	152	152	152	36	36
Occupancy	55%	70%	70%	75%	60%	70%
Number of customers	84	106	106	114	22	25
Avg use of money	€ 27.50	€ 27.50	€ 27.50	€ 27.50	€ 13.00	€ 13.00
Sales	€ 2,299.00	€ 2,926.00	€ 2,926.00	€ 3,135.00	€ 280.80	€ 327.60
Days	13	13	13	13	13	13
Total sales	€ 29,887.00	€ 38,038.00	€ 38,038.00	€ 40,755.00	€ 3,650.40	€ 4,258.80
<b>TOTAL</b>	<b>€ 154,627.20</b>					



**Appendix 5. Restaurant's example of logo**



## Appendix 6. Possible Restaurant's designs



