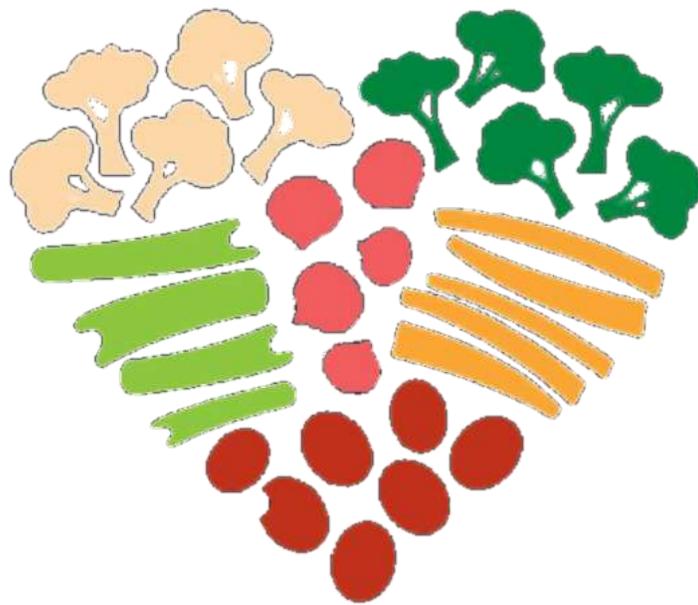


Business Financial Plan

Good, Fresh, and Ready



Oregon FBLA
Centennial High School
2017-2018

Katee Early

Wendy Hanken



Description of Business

Good, Fresh, and Ready will be a privately owned meal delivery service which will offer a variety of meal plans to customers. Meals will be delivered to customers' homes with all necessary ingredients and a recipe to follow. All ingredients will be fresh and locally sourced. Meals will include an entrée, a specific side dish to accompany, a salad, and dessert for the given number of people on the customers' meal plan.



Good, Fresh, and Ready's facility will be an 11,000 square foot building located off the Beaverton-Hillsdale Highway in Oregon. The facility will consist of offices, a kitchen, a multi-temperature warehouse, storage, and a packaging area. Delivery service area includes Beaverton, Hillsboro, and Tigard, Oregon which have a cumulative population over 250,000 people. The service area's population is continuing to grow, which will allow the business to reach a higher client base rather quickly. The business is expected to appeal to a broad market, and will offer products to account for any dietary restrictions.

The business will be managed by three co-owners. Kathleen Williams has previous experience in accounting at Bellagio's Pizza and will serve as the business's Director of Finance. Due to Savannah Davidson's previous marketing, advertising, and web design experience at Washman, she will serve as *Good, Fresh, and Ready's* Director of Marketing and Design. Carlos Salvador has a degree in culinary arts as well as experience working as a sous chef at Portland City Grill, and will therefore serve as the business's Culinary Consultant. In addition to the three co-owners, a research and development team has been hired to assist with the development of a successful business. All three co-owners' experience will greatly strengthen the company's potential, and with their combined experience, the management team brings various strengths to the business.

In order to cover expenses, each owner will invest \$50,000 into the company, for a total investment of \$150,000. An additional loan of \$100,000 will be required in order to purchase industrial kitchen equipment and renovations. The loan will be requested from Wells Fargo bank due to the banks positive reputation with start-up businesses, as well as Kathleen Williams' positive relationship with the bank. As Director of Finance, Kathleen Williams will be responsible for requesting the loan. The initial investment and loan will total \$250,000. After start-up expenses, the company will be left with \$39,300, or 15.7 percent, in reserve.



A fresh food delivery service is needed in *Good, Fresh, and Ready's* service area to meet the needs of the company's target market.



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Company Description

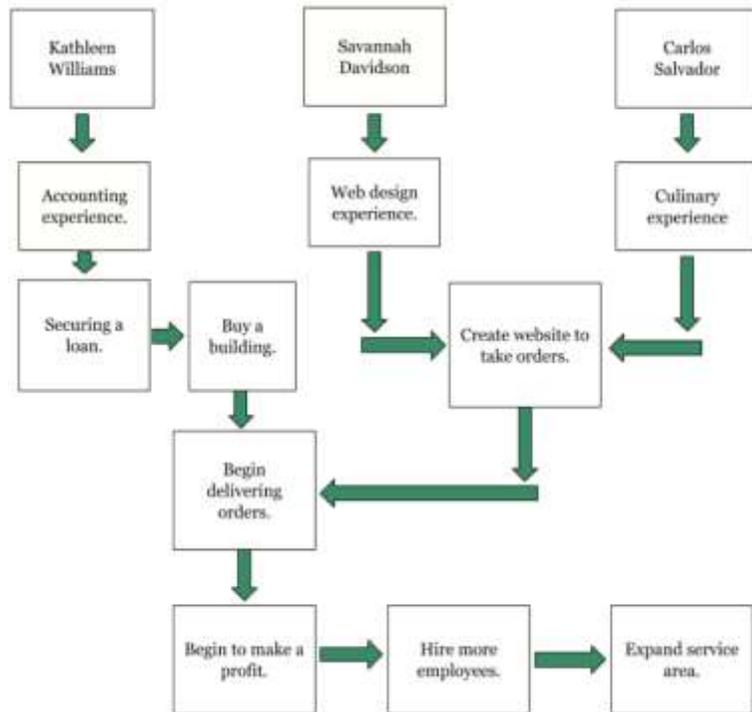
Legal Form of Business

Good, Fresh, and Ready will be established in the state of Oregon as a Limited Liability Company (LLC). Kathleen Williams, Savannah Davidson, and Carlos Salvador will all be equal members within the LLC. In the case of a lawsuit, this form of business will allow for the owners to limit liability for their actions. A LLC will also benefit the company with its flow-through taxation, which will help avoid double taxation. This taxation system will benefit all three co-owners, making this legal form of business the best fit for this company and owners.

Company Governance

Good, Fresh, and Ready will be governed by Kathleen Williams, Savannah Davidson, and Carlos Salvador. Each owner will invest \$50,000, totaling \$150,000. Each owner will have clear responsibilities for maintaining a specific area of the business that they specialize in, and best utilizes their skill set. Owners will strive to adhere to select guidelines intended for the success of the company. These guidelines will include:

- Exceptional employee and customer satisfaction
- Maintaining open communication between each owner and employee
- Providing high quality services and products to customers



Good, Fresh, and Ready's flow of governance

Kathleen Williams will handle the financials records of *Good, Fresh, and Ready*, as the company's Director of Finance. She holds a Master's Degree in Accounting from Oregon State University and is a Certified Public Accountant. She has a positive previous relationship with Wells Fargo bank, therefore she will assist the business in obtaining a loan. Ms. Williams will review loan requirements, documents, and applications.



Savannah Davidson obtained her Bachelor's Degree in Marketing from Portland State University. She has experience working as a marketing manager at Washman, and will serve as





Good, Fresh, and Ready's Director of Marketing and Design. Ms. Davidson also is proficient in web design, and will assist with the development and maintenance of the website for online ordering. Her high level of knowledge and skill in marketing and advertising, including social media marketing, will be essential to the success of the business.

With his Associate Degree in Culinary Arts, Carlos Salvador graduated from the Oregon Culinary Institute and worked as a sous chef at Portland City Grill in Portland, Oregon. At Portland City Grill, Mr. Salvador obtained firsthand experience working for a professional chef. His expertise will be important as Culinary Consultant in creating a menu of healthy, balanced recipes for customers to order.



Company Location

Good, Fresh, and Ready will be located at 10030 SW Beaverton Hillsdale Highway, Beaverton, Oregon 97005. The facility will be convenient for deliveries in the Beaverton, Hillsboro, and Tigard areas. The businesses service area includes zip codes 97003, 97005-97008, 97075-97077, 97123, 97124, 97223-97225, 97229, and 97281 the population of this area is currently over 250,000.



Short and Long Term Goals

Prior to Opening

- Craft a menu of six fresh, delicious, locally sourced meal options
- Obtain a \$100,000 loan to purchase kitchen equipment
- Create a high quality, user-friendly website where customers will place orders
- Begin advertising on social media sites such as Facebook, Twitter, and Instagram, as well as Groupon, and Living Social

First 6 Months

- Expand marketing by promoting *Good, Fresh, and Ready* on local radio, television, and billboards
- Offer 1-2 new meal box options for customers to choose from, if business demands
- Purchase a company delivery vehicle, if business demands

36 Months

- Hire additional staff if business demands
- Expand delivery to Aloha and Tualatin, if business demands to include zip codes 97003, 97006, 97007, 97035, 97062, 97078, and 97224

60 Months

- Have \$100,000 loan repaid in full



Operations and Management

Business Operations Described

Warehouse Hours

Monday-Friday; 10am to 7pm
Saturday and Sunday; 11am to 6pm

Delivery Hours

Daily; 3:30pm to 8pm

Delivery

Customers will be prompted via the website to select a 30 minute delivery window. Meals will be delivered within the delivery window to the address provided.

Website

Within the website, customers will select the meals they wish to order, enter their address, billing information, and place their order. Customers must create a personalized account. Within the website, customers will be required to enter their email address, create a password, and select a monthly plan. Customers using a personalized account will receive coupons and deals via email. Monthly plans differ based on the size of the order and the number of orders to be received each week.

Meal Box Options

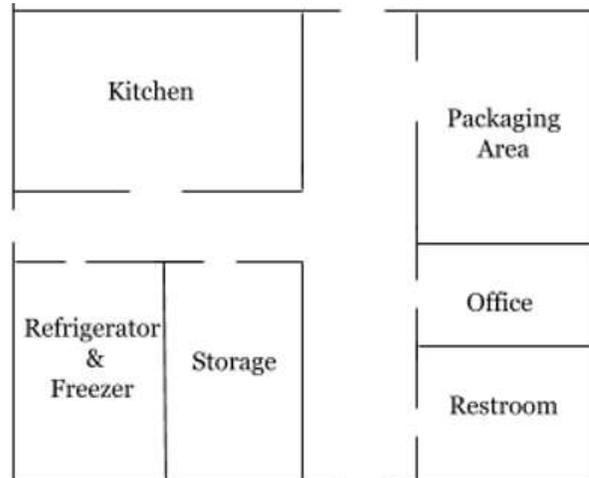
Three box sizes are offered: small, medium, and large. A small box contains meals for 1-2 people at an average price of \$29. A medium box costs an average of \$50 to serve 3-5 people. On average, a large box costs \$75 and provides a meal for 6-8 people. All meals include a salad, entree, side dish, and dessert for the number of people specified by box-size. Entrees include chicken parmesan, spaghetti (vegetarian), ground beef tacos, steak dinner, Shake and Bake pork chops, and a fresh fish dish. Each meal has a specific side dish to accompany it such as seasonal vegetables, baked potatoes, and garlic bread. Customers can make specific adjustments to recipes based on preference or need one week prior to delivery. Accommodations can easily be made for a gluten free, vegetarian, vegan, and/or dairy free diet. An average delivery fee of \$7 per order will be charged in addition to the cost of the meal.

Business Facilities Described

Good, Fresh, and Ready's 11,000 square foot warehouse will be divided into six separate zones of operation.

Office

The office consists of 500 square feet and is separated into four rooms. Three of the offices are for each of the three co-owners. The additional space will be a copy room/break room, in which shipping labels, recipes, online orders, and other paperwork will be printed.



Building layout

Kitchen

The 1,500 square foot kitchen is where ingredients will be measured into individual proportions by staff. The kitchen will be equipped with stainless steel counters and sinks, as well as kitchen utensils necessary to prepare food for packaging. The kitchen is centrally located with easy access to the refrigerator, freezer, storage, and packaging area.



Kitchen

Multi-Temperature Warehouse

The warehouse will be 2,500 square feet, and will have two temperature zones. One zone, the refrigerator, will remain below 40 degrees. The other zone, the freezer, will stay below 0 degrees, in accordance with the Food and Drug Administration. Foods such as meat will be stored in the freezer. Food will not be kept past the expiration date.



Refrigerator section of warehouse

Packaging Area

The packaging area is also 2,500 square feet. To avoid the risk of cross contamination, the Occupational Safety and Health Administration (OSHA) food and safety guidelines will be followed. Within the packaging area, all ingredients susceptible to contamination will first be vacuum-sealed to avoid cross contamination, then placed in a delivery box. Ingredients with low risk of contamination will then be packaged in a separate area and added to the delivery box. Finally, the boxes receive a recipe to follow, are addressed, sealed, and ready to be delivered.

Storage

The 1,750 square foot storage area will house non-perishable food items. Items will be shelved until they are needed for an order. The storage area is accessible to the packaging and kitchen areas.

Management Personnel Identified

The three co-owners and full-time managers of *Good, Fresh, and Ready* each have degrees which strongly tie to the business. The owners possess degrees in accounting, marketing, and culinary arts. With each member of the management team possessing relevant work experience, they are eager to open and operate a business of their own.

Kathleen Williams

Ms. Williams will be the company's Director of Finance. In this role she will sign payroll, pay the company's expenses, assist with securing the loan from Wells Fargo, and ensure that the loan is paid in full within five years. As the Director of Finance she will also review financial reports, prepare financial forecasts, and activity reports.



Savannah Davidson

Ms. Davidson will be responsible as the Director of Marketing and Design. Her role in the company will involve creating effective advertisement to attract potential customers, including developing a social media presence prior to opening, and expanding marketing in the first six months. Another key component of Ms. Davidson's responsibilities will be assisting with the development of the company's website.



Carlos Salvador

The main role of Mr. Salvador in *Good, Fresh, and Ready* will be Culinary Consultant. He will be tasked with creating a menu of recipes for customers to order from. Additionally, Mr. Salvador will be responsible for coordinating with local vendors to purchase ingredients. Mr. Salvador will also oversee the packaging process.



Workforce Described

Current Workforce

When the business opens, five employees will be hired by the co-owners. Three employees will prepare ingredients in the kitchen. Two employees will package ingredients and their corresponding recipes to create meals to be ready for delivery. Along with other duties, owners will deliver completed orders.

Projected Workforce

Good, Fresh, and Ready anticipates that within the first 18 months there will be a strong customer base and a steady cash flow. Dependent on the business being in high demand, the company will potentially hire six new employees to deliver completed orders and assist with preparation and packaging of orders. The increase in staff will make it possible for the co-owners to focus on their management roles, and they will no longer be responsible for delivery.

Present Target Market

Size of Target Market

Good, Fresh, and Ready aims to serve business professionals. The service area of *Good, Fresh, and Ready*, has a total population of over 250,000. According to Beavertonoregon.gov, 41 percent of the population is between ages 35 and 64. The majority of individuals between those ages are working business professionals. Business professionals have extremely busy schedules and are often short on time, thus simple meals are essential when cooking at home. Since *Good, Fresh, and Ready* is dedicated to creating a simplified process for healthy home cooked meals, business professionals would greatly benefit from the company and are therefore the target market.



Growth Potential of Target Market

The service area of *Good, Fresh, and Ready* is growing at an average rate of 1.8 percent according to datausa.io, and is expected to continue grow 3.1 percent in the next two years. With a higher population, the company will have more potential customers to reach. According to worldpopulationreview.com, the population of *Good, Fresh, and Ready's* service area is expected to increase by approximately 1.7 percent. With close to half of the population already occupied by business professionals, it is expected that nearly half of the increase in population will also be business professionals since the area is currently populated by these demographics.

Potential Needs of Target Market

With the growth of the market, *Good, Fresh, and Ready* predicts to be favored over direct competitors such as *Hello Fresh* and *Blue Apron* due to the company being local. Not only are the ingredients that *Good, Fresh, and Ready* locally sourced, but the owners and employees are all local and part of the same community as customers. Oregonians are passionate about supporting local small businesses, which is one aspect that current competitors cannot offer.

Risks and Potential Adverse Results

Based on extensive research, it is clear that the business has a multitude of potential risks. One potential risk that *Good, Fresh, and Ready* will face is that the presence of direct competitors may be too great. To ensure success over direct competitors, the business will market strongly the aspect of locality.

All direct competitors are currently national companies, so *Good, Fresh, and Ready* is special in that the business is dedicated to providing locally sourced ingredients. Offering delivery services also creates the risk of car accidents. Only drivers with a valid driver's license and a clean record will be hired to deliver product. Another risk would be contaminated food which will be prevented by following the Occupational Safety and Health Administration (OSHA) food and safety guidelines.

An adverse result the business plan would be the underdevelopment of a loyal customer base. *Good, Fresh, and Ready* is a small startup company, with no previous customer loyalty. The lack of established customers will make marketing essential to the company's success. If marketing is not as effective as the company anticipates, the business may not become profitable. To develop a customer base, the business will advertise aggressively prior to opening, and continue to build a social media presence after opening. To build a *loyal* customer base, a rewards system will be implemented; for every 10 boxes purchased, customers will be rewarded with a complimentary box.



Direct competitor



Social media marketing



Financial Institution Information

Name and Type of Financial Institution

Good, Fresh, and Ready has decided to use Wells Fargo as their financial institution to meet the needs of the business. Due to Ms. Williams' expertise in accounting, she believes that Wells Fargo would be the best fit institution for the company. Wells Fargo is an LLC and is certified by the Federal Deposit Insurance Corporation (FDIC). Wells Fargo was deemed, based on Community Reinvestment Act government data, to be the number one small business lender, and otherwise has a positive reputation with small businesses.

Discuss Loan Request

Purpose of Loan and Amount Requested

With a total investment of \$150,000 to cover start-up expenses, all owners will be equally vested, but an additional loan is being requested for kitchen equipment. *Good, Fresh, and Ready* intends to acquire a Small Business Association (SBA) 7(a) loan from Wells Fargo Bank for \$100,000. A SBA 7(a) loan is recommended for small businesses since the loan comes from a SBA lender and the SBA will guarantee a portion of it. A portion of the loan is guaranteed by the SBA, which allows the lender to lower its lending requirements, making it easier for owners of a startup business with less cash flow or less established credit history to qualify. The \$100,000 loan will be used to purchase necessary kitchen equipment. Equipment will include the multi-temperature warehouse, stainless steel sinks and counters, and other necessary kitchen supplies. Owning the equipment crucial to a functioning kitchen, the business will have the necessary capital to pay off the loan within five years. With the startup capital at \$250,000, and the startup expenses totaling \$210,700, *Good, Fresh, and Ready* will be left with \$39,300 or 15.7 percent in reserve.

| | | <u>Start-Up Capital</u> | |
|--|--------|-------------------------|--------------------------------|
| Advertising | 5,500 | \$150,000 | Owner Investment |
| Delivery Vehicle | 65,000 | | |
| Legal | 4,500 | \$100,000 | Loan |
| Miscellaneous Expenses | 7,000 | | |
| Operating Equipment | 3,500 | \$250,000 | Total Capital |
| Office Supplies | 3,000 | | |
| Prepaid Insurance | 17,000 | <u>Reserve</u> | |
| Prepaid Rent | 23,200 | \$210,700 | Start-Up Expenses |
| Renovations | 40,000 | | |
| Research and Development | 15,000 | \$250,000 - \$ 210,700 | \$39,300 Reserves |
| Start-up Inventory | 17,000 | | |
| Web Development | 10,000 | \$39,300/250,000 | 15.7 Percent in Reserve |
| Total Start-Up Expenses 210,700 | | | |



Itemized Planned Expenditures

The below table shows the first six months of *Good, Fresh, and Ready's* planned expenditures. Included are the monthly projections for all revenue and monthly operating expenses. Projected revenue includes sales on all meal box size options and additional ingredients available.

A negative cash flow is expected during the first five months of business, as the business is growing. During the winter months, sales are expected to increase due to limited travel to restaurants, as well as potential New Year's resolutions. The business is expected to begin making a profit in the sixth month of operation. The owners are not projected to take a salary in the first year.

| Revenue | Sep | Oct | Nov | Dec | Jan | Feb |
|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Projected Revenue | 28,374 | 29,835 | 30,104 | 30,879 | 32,287 | 32,874 |
| Direct Cost of Goods | 3,527 | 3,527 | 3,527 | 3,527 | 3,527 | 3,527 |
| TOTAL REVENUE | 24,847 | 26,308 | 26,577 | 27,352 | 28,760 | 29,347 |

| Expenditures | Sep | Oct | Nov | Dec | Jan | Feb |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Advertising | 3,895 | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 |
| Insurance | 1,795 | 1,795 | 1,795 | 1,795 | 1,795 | 1,795 |
| Loan Repayment | 1,957 | 1,957 | 1,957 | 1,957 | 1,957 | 1,957 |
| Maintenance | 104 | 92 | 132 | 104 | 104 | 186 |
| Operating Supplies | 2,490 | 2,500 | 2,520 | 2,535 | 2,550 | 2,545 |
| Payroll | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 |
| Payroll Taxes | 955 | 955 | 955 | 955 | 955 | 955 |
| Rent | 13,104 | 13,104 | 13,104 | 13,104 | 13,104 | 13,104 |
| Salary | 0 | 0 | 0 | 0 | 0 | 0 |
| Utilities | 2,470 | 2,470 | 2,470 | 2,470 | 2,470 | 2,470 |
| TOTAL EXPENDITURES | 29,770 | 28,773 | 28,833 | 28,820 | 28,835 | 28,912 |

| | | | | | | |
|------------------------------|----------------|----------------|----------------|----------------|-------------|------------|
| EARNINGS BEFORE TAXES | (4,923) | (2,465) | (2,256) | (1,468) | (75) | 435 |
|------------------------------|----------------|----------------|----------------|----------------|-------------|------------|

| Reconciliation | | | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Opening Cash Balance | 39,300 | 34,377 | 31,912 | 29,656 | 28,188 | 28,113 |
| Total Revenues | 24,847 | 26,308 | 26,577 | 27,352 | 28,760 | 29,347 |
| Total Expenditures | 29,770 | 28,773 | 28,833 | 28,820 | 28,835 | 28,912 |
| Net Cash Flow | (4,923) | (2,465) | (2,256) | (1,468) | (75) | 435 |
| CLOSING CASH BALANCE | 34,377 | 31,912 | 29,656 | 28,188 | 28,113 | 28,548 |



Below are the remaining six months of *Good, Fresh, and Ready's* projection for revenues, expenses, and reconciliation for the first year of operation is shown below.

| Revenue | Mar | Apr | May | Jun | Jul | Aug | Total |
|----------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Projected Revenue | 33,125 | 33,528 | 34,238 | 35,657 | 36,598 | 42,577 | 400,076 |
| Direct Cost of Goods | 3,527 | 3,527 | 3,527 | 3,527 | 3,527 | 3,527 | 42,324 |
| TOTAL REVENUE | 29,598 | 30,001 | 30,711 | 32,130 | 33,071 | 39,050 | 357,752 |

| Expenditures | Mar | Apr | May | Jun | Jul | Aug | Total |
|---------------------------|---------------|---------------|---------------|---------------|---------------|---------------|----------------|
| Advertising | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 | 2,900 | 35,795 |
| Insurance | 1,795 | 1,795 | 1,795 | 1,795 | 1,795 | 1,795 | 21,540 |
| Loan Repayment | 1,957 | 1,957 | 1,957 | 1,957 | 1,957 | 1,957 | 23,484 |
| Maintenance | 92 | 104 | 186 | 92 | 104 | 192 | 1,492 |
| Operating Supplies | 2,555 | 2,560 | 2,565 | 2,555 | 2,560 | 2,570 | 30,505 |
| Payroll | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 3,000 | 36,000 |
| Payroll Taxes | 955 | 955 | 955 | 955 | 955 | 955 | 11,460 |
| Rent | 13,104 | 13,104 | 13,104 | 13,104 | 13,104 | 13,104 | 157,248 |
| Salary | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Utilities | 2,470 | 2,470 | 2,470 | 2,470 | 2,470 | 2,470 | 29,640 |
| TOTAL EXPENDITURES | 28,828 | 28,845 | 28,932 | 28,828 | 28,845 | 28,943 | 347,164 |

| | | | | | | | |
|------------------------------|------------|--------------|--------------|--------------|--------------|---------------|---------------|
| EARNINGS BEFORE TAXES | 770 | 1,156 | 1,779 | 3,302 | 4,226 | 10,107 | 10,588 |
|------------------------------|------------|--------------|--------------|--------------|--------------|---------------|---------------|

| Reconciliation | | | | | | | |
|-----------------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| Opening Cash Balance | 28,548 | 29,318 | 30,474 | 32,253 | 35,555 | 39,781 | 49,888 |
| Total Revenues | 29,598 | 30,001 | 30,711 | 32,130 | 33,071 | 39,050 | 357,752 |
| Total Expenditures | 28,828 | 28,845 | 28,932 | 28,828 | 28,845 | 28,943 | 347,164 |
| Net Cash Flow | 770 | 1,156 | 1,779 | 3,302 | 4,226 | 10,107 | 10,588 |
| CLOSING CASH BALANCE | 29,318 | 30,474 | 32,253 | 35,555 | 39,781 | 49,888 | 60,477 |



Projected Sales Forecast

The table below represents the first year of projected average sales for each box size as well as additional ingredients that Good, *Fresh, and Ready* will offer. All prices are showed as averages, since some meals or substitution prices will vary slightly. Meals will be sold at a 50 percent markup, since ingredients are high quality, fresh, and locally-sourced.

| Projected Sales Forecast | | | | | |
|--------------------------------------|---------------|----------|----------------|-----------------|----------------|
| Year One | | | | | |
| Products | Average Price | Quantity | Weekly Average | Monthly Average | Yearly Average |
| Products | | | | | |
| Meal for 6-8 People | 75.00 | 25.00 | 1,875 | 7,500 | 90,000 |
| Meal for 3-5 People | 50.00 | 37.00 | 1,850 | 7,400 | 88,800 |
| Meal for 1-2 People | 29.00 | 52.00 | 1,508 | 6,032 | 72,384 |
| One Serving Additional Vegetables | 4.00 | 58.00 | 232 | 928 | 11,136 |
| One Serving Additional Meat | 6.00 | 62.00 | 372 | 1,488 | 17,856 |
| One Serving Additional Seafood | 5.00 | 49.00 | 245 | 980 | 11,760 |
| One Serving Additional Plant Protein | 5.00 | 60.00 | 300 | 1,200 | 14,400 |
| One Serving Additional Side Dish | 3.50 | 59.00 | 207 | 826 | 9,912 |
| One Serving Additional Dairy | 3.00 | 40.00 | 120 | 480 | 5,760 |
| One Serving Potatoes | 3.00 | 32.00 | 96 | 384 | 4,608 |
| One Serving Rice | 2.70 | 24.00 | 65 | 259 | 3,110 |
| One Serving Pasta | 3.90 | 21.00 | 82 | 328 | 3,931 |
| One Serving Salad | 6.55 | 22.00 | 144 | 576 | 6,917 |
| One Serving Dessert | 4.99 | 38.00 | 190 | 758 | 9,102 |
| Services | | | | | |
| Delivery | 7.00 | 150.00 | 1,050 | 4,200 | 50,400 |
| Total | | | 8,335 | 33,340 | 400,076 |

Projections for Future Financial Stability

On the next page are the sales and operating expenses for the first, second, third, and fifth year of operation. The second and third years are expected to see an approximate six percent increase in earnings, while the fifth year is expected to increase approximately 12 percent. After the fifth year of business, the company is expected to see a drastic increase in earnings due partially to having the loan paid in full. The business's expected growth is attributable also to a growing customer base.



| | 1st Year 09/18- 08/19 | 2nd Year 09/19- 08/20 | 3rd Year 09/20- 08/21 | 5th Year 09/21- 08/22 |
|------------------------------|--------------------------------|--------------------------------|--------------------------------|--------------------------------|
| Revenue | | | | |
| Projected Revenue | 400,076 | 424,081 | 449,525 | 503,468 |
| Direct Cost of Goods | 42,324 | 44,017 | 45,778 | 49,440 |
| TOTAL REVENUE | 357,752 | 380,064 | 403,748 | 454,029 |
| Expenditures | | | | |
| Advertising | 35,795 | 35,795 | 35,795 | 35,795 |
| Insurance | 21,540 | 21,540 | 21,540 | 21,540 |
| Loan Repayment | 23,484 | 23,484 | 23,484 | 23,484 |
| Maintenance | 1,492 | 1,552 | 1,614 | 1,743 |
| Operating Supplies | 30,505 | 31,725 | 32,994 | 32,945 |
| Payroll | 36,000 | 36,000 | 36,000 | 36,000 |
| Payroll Taxes | 11,460 | 11,460 | 11,460 | 11,460 |
| Rent | 157,248 | 157,248 | 157,248 | 157,248 |
| Salaries | 0 | 27,080 | 28,163 | 30,416 |
| Utilities | 29,640 | 30,826 | 32,059 | 33,341 |
| TOTAL EXPENDITURES | 347,164 | 376,709 | 380,357 | 383,972 |
| Earnings Before Taxes | 10,588 | 3,354 | 23,391 | 70,056 |

Conclusion

Good, Fresh, and Ready is expected to be successful in the future due to the dedication and previous experience of the co-owners as well as the Research and Development Team's expertise. The company's service area is a growing urban area that will have an increased need for meal delivery services like *Good, Fresh, and Ready*.



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