

FRUIT 'N FIT BUSINESS PLAN

"Being healthy has never tasted so DELICIOUS!"

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Montserrat Secondary
School
Eastern Caribbean
Central Bank Financial
Information Month
Competition

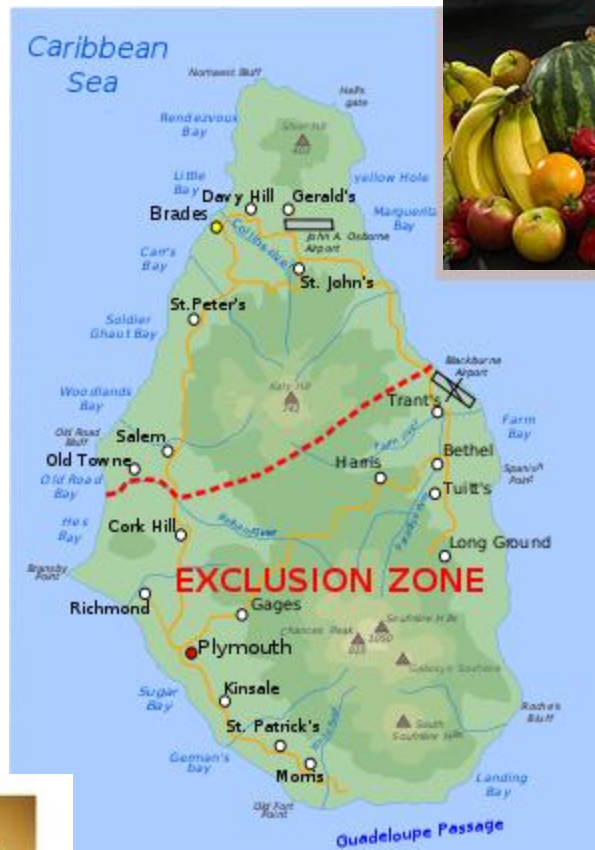


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Of course, I would like to extend my gratitude to the Eastern Caribbean Central Bank for both establishing this contest and providing me with workable ideas for this project through their Business Symposium. You have encouraged me to be creative and to design a business that if opened, would be beneficial to the whole island community.

EXECUTIVE SUMMARY

“Fruit ‘N Fit” is the vision of a young entrepreneur. This business will make a contribution to society by helping the youth to improve their health, through the provision of healthier lunches and making exercise attractive. Simultaneously, employment opportunities will be created for students graduating in July 2013. Surplus fruits on island will be used constructively in the process.

This first of its kind business combines a snackette and gym. The unique blend of eating right and exercise will create a more health conscious society that pays closer attention to their bodies, and enables longer life.

A survey conducted to gauge the students’ initial reaction to the idea shows that 80% of the target market appreciates the venture.

Established on the Montserrat Secondary School grounds, the business will open with the school year September 2013-July 2014. Production and marketing will operate from this location. Initially, three very basic products will be available in addition to the fitness aspect. New products will be introduced on a regular basis, taking into account that the school’s demography changes.

All children enrolled at the school and staff members will be catered to. Marketing strategies include launching a website, product sampling and presentations at the school.

A new branch will be opened biennially to service the primary schools and college. With growth, a branch will be opened in the new town centre. In future, skin care products will be

added to the line. The goal is to serve the whole island community and tourists by the year 2025.

PRODUCT/SERVICE

BACKGROUND

While there is, at present, a school lunch programme in all the government schools, many students do not use it. The menu is limited to sandwiches, which very often include meat products, contrary to the religious beliefs of some students. Others are allergic to certain sandwich fillings. As such, most of the student body turn to vendors who come onto the school premises, as well as the primary schools and college. These vendors offer students fried food, soda and candy. In addition, many children enjoy eating processed snacks with their lunch. All this may have contributed heavily to the findings of the Health Promotion unit of the Ministry of Health concerning obesity. The official findings can be found in the “Justification of the Business Venture” on page 11. The focus now is how best to remedy this situation.

If the diet of our children was improved, they would not be overweight. But how do we get our children to appreciate healthy eating, and refrain from making unhealthy choices?

Still on the matter of obesity, children on Montserrat do not get as much exercise as they should. The way schools on the island are organized, primary school students remain in a classroom with one teacher, and are outside for approximately an hour and fifteen minutes. On some days, these students do not get the opportunity to go outside, due to weather conditions. Meanwhile, secondary school gives children a forty minute break daily, and they walk to their classes. While physical education is offered to children between the ages of five and fourteen,

this is on a once-a-week basis, and students do not realize how inadequate this is. Most high school students have a lot of homework to do, or go to extra classes. As such, they do not have time to go outside and exercise. Others simply go home and sleep, play videogames or watch television. How do we make exercise appealing and convenient for these students?

As a Caribbean island, Montserrat is blessed with an abundance of fruit trees. These trees bear so much fruit annually, that with the small population, the majority of the fruit goes to waste, which presents another issue: how can we capitalize on this natural resource?

At this point, the four matters at hand are:

- Combating obesity,
- Encouraging better eating habits,
- Promoting exercise, and
- Making full use of local fruit

At present, the Government of Montserrat is accepting applications from suitably qualified persons as they attempt to outsource the School Lunch Program. This proposal is to open a business to help alleviate the aforementioned problems.

PRODUCT OFFERING

All 'Fruit N' Fit' products will be made of local fruits, free of additives and artificial preservatives. There will be no need for adding sugar, as the fruits contain natural sugars. Fruits available during that particular season will be harvested. A portion would be used, the remainder either dried or frozen in a deep freezer for out-of-season use.



'Fruit 'N Fit' will open its doors selling fruit smoothies - made of combinations of various fruits and coconut water, and ice lollies made from

the juice of local fruit.

Two types of fruit bowls will be offered:

1. A variety of fruits sliced and diced
2. A single fruit sliced and diced

With growth, these other products will be introduced, and where necessary, only use their natural sugars:

- jams and jellies (using seasonal fruits)
- chutneys (e.g. mammey apple)
- stews (e.g., gooseberry and golden apple)
- juices, slushes and milkshakes (using coconut milk as the base)
- dried fruit snacks and chips (using solar energy)
- yogurt and ice-cream (using the local fruits)
- breads and sweet breads (using flour from local carbohydrates, e.g. breadfruit and cassava), pies (using the purée from the juicing as the filling) and cakes
- trail mix (using locally grown nuts and dried fruits)
- sweets, e.g., guava cheese (made from all natural ingredients) and
- cookies (using local fruits for flavouring)

In addition, a twenty minute exercise class will be conducted. Different programmes will be offered to appeal to the varied interests of the student body. The initial programmes will be:

- ‘Dance Fit’-The use of popular music and dance routines that exercise different parts of the body will make exercising exciting for children. This structured programme will use music that appeals to the generation.
- ‘Relax Fit’- This approach is focused more towards yoga moves, for those children who prefer to do stretches. The stress of studying can be released in this way.
- ‘Sporty Fit’- Students join a sports team or club and actively participate. Lawn Tennis, Table Tennis, Basketball, Rugby, Football, Netball, Volleyball and Cricket will be the

options. As an incentive, points and special discounts will be awarded to students who partake of this offering.

All programs will be facilitated by a skilled trainer who can handle a large number of people at a time. However, for those who are not able to keep up with the class, technology will be used to allow them to work at their own pace.

Finance generated from running the three initial programmes will be used to purchase the equipment necessary to expand into three other programmes:

- 'Active Fit'- The traditional gym approach that challenges students to push their bodies further.
- 'Flex 'n Fit'- This programme uses a gymnastics approach. Floor exercises, mastery of the balance beam and other elements will be taught.
- 'Mixed Fit'- This programme combines five minutes of any three of the other programmes (except 'Sporty Fit') and is specifically designed for those students who cannot decide which programme is best suited for them, or simply want to participate in aspects of all three. In the last five minutes, participants will engage in simple races against either other members of this class, or against the clock.

Each student will be encouraged to take ownership of the progress to fitness and health. All fitness programmes will have charts for the students to track their progress, both in terms of body mass index and the various types of exercises they have done. A membership club will

be started and members will pay a membership fee. Perks include product sampling on occasion.

As the business develops, bath and body care products will be added to facilitate the issues teenagers face in puberty, e.g. acne. In this way, no part of the fruit goes to waste. These products include:

1. facial and body scrubs- Pumice, a material abundantly available thanks to the Soufriere Hills Volcano on island
2. soap- Liquid and bars, using the fruit peels and natural oils for the scent, colour and flavouring
3. lipgloss and lipbalm-Using the fruit peels and natural oil as part of the consistency, and as the scent, colour and flavouring
4. perfumes- The scent, colour and flavouring will come from the rind of the fruit
5. hair grease and oils- Using the fruit peels and natural oils as the fragrance, colour and flavouring

One other very unique feature of the business is to address the main concerns of the student body. School bags are heavy on a daily basis, and children must drag their bags with them at least six times a day. Fruit 'N Fit' will have a special locker room, where students can leave their bags, not only when they are exercising, but throughout the day. This service will be provided to club members as a part of their membership package, and to the other students at a nominal fee per use. This room will be safely guarded to ensure that theft, one of the main

concerns of many students, is non-existent. The locker room will be saturated with stimuli to encourage patrons to enjoy our other services.

The business would service students and staff members during their break time. They can either come to the restaurant, 'Fruity Feast', to pick up one of our healthy, delicious products and give feedback; to the gym, 'Fit 'N Fast', to work on the program selected; or do both. Students would have to pay a small weekly fee- for gym use- and buy the healthy dishes based on the prices published daily. In addition, the school's auxiliary staff would be accommodated at any time that fits into their schedule between 7:00 a.m. and 4:30 p.m.

"Fruit 'N Fit" is here to serve its customers, by making their lives as simple as possible.

JUSTIFICATION OF BUSINESS VENTURE

The following charts, sourced from the Ministry of Health survey, show the weight status of school-aged children over the past four years. Information was taken from children leaving Grade 6 (11-12 year olds) and Third Formers (14-15). The 11-12 year olds of 2009 are the same group of children under analysis as 14-15 year olds in 2012.

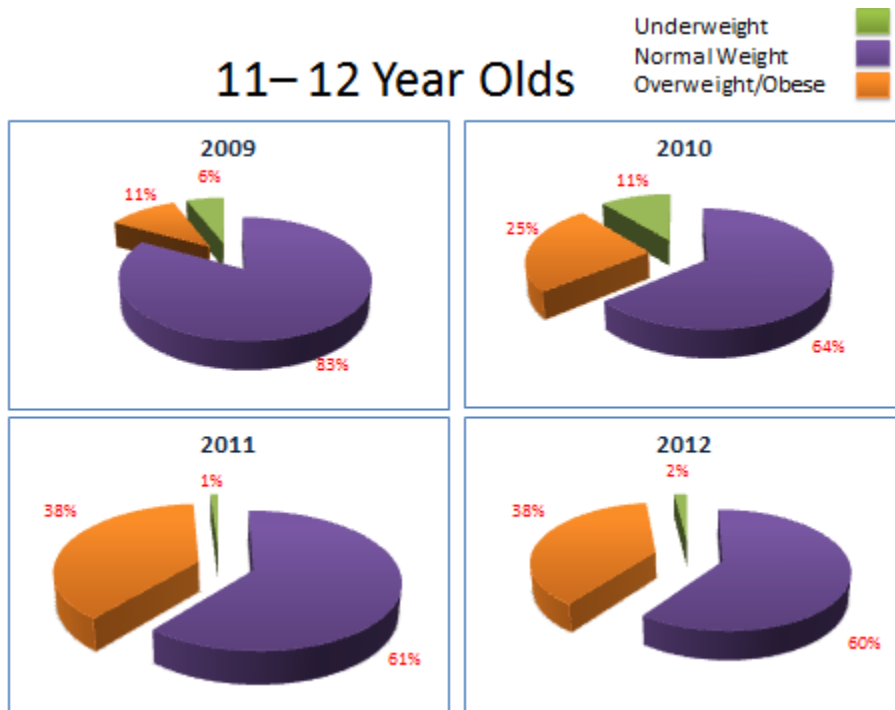


Figure 1, showing the weight status of 11-12-year olds, 2009-2012. Source: Ministry of Health weight survey.

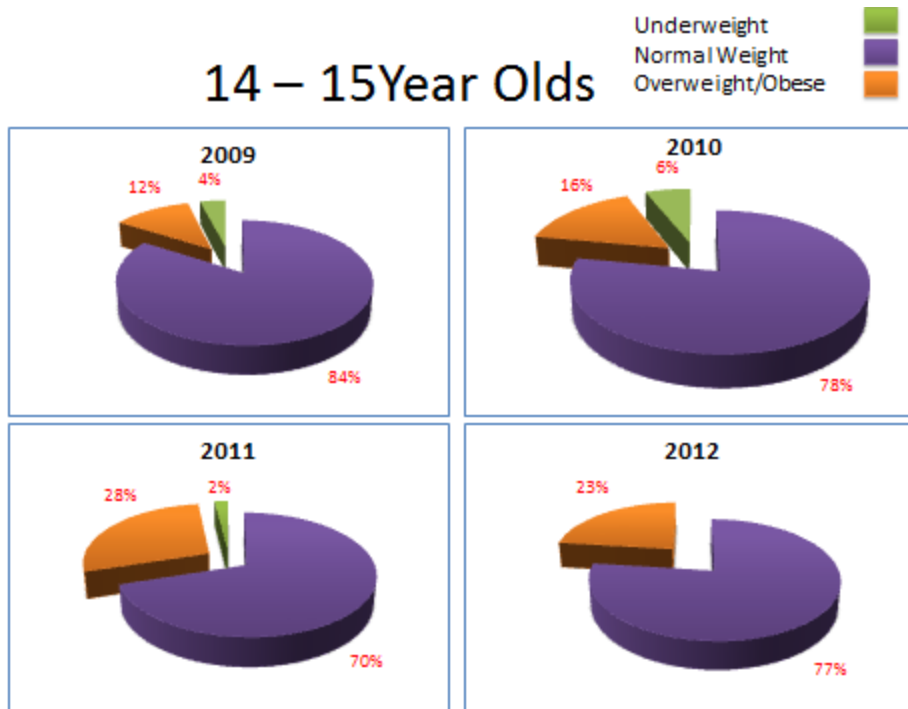


Figure 2, showing the weight status of 14-15-year olds, 2009-2012. Source: Ministry of Health weight survey.

Although the data set looks at different groups of children, except in the case previously stated, each year, the children weighed are heavier than the previous group. The obesity/overweight category has reached an unacceptably high level; 1 in 4 children on island is obese.

Comparing the one common group of children revealed that all the children have gained weight. The underweight group has been completely eliminated. Additionally, 12% more of the children are now overweight.

The information below, also from the Health Survey, supplies reasons for the results above and recommends Lunch Box Essentials.

Adolescent Health Survey

- Overall level of obesity is 26.4% or 1 in 4 adolescents
- Misperceptions about weight status
- High frequency of consumption of sweetened drinks, sugary and high fat snacks
- About two-thirds of males and half of females reporting physical activity daily but intensity and duration??
- More than half engaged in sedentary behavior daily but duration?
- Relatively high frequency of consumption of milk/milk products, fruits and peas/beans
- Low breakfast consumption daily/most days

Reasons for results

Source: Ministry of Health Survey

Lunch Box ESSENTIALS

- **Breads and cereals** – E.g. bread, wraps, fruit, bread, crackers, noodles and rice.
 - For snack ideas try homemade muffins and slices with added fruit.
- **Vegetables** – include salad sandwiches, vegetable sticks or mixed salad.
- **Fruit** – E.g.: fresh fruit, tinned fruit in natural juice or dried fruit.
- **Dairy foods** - E.g.: milk, cheese, yoghurt and custard – Try to choose reduced fat varieties wherever possible.
- **Meat and alternatives** – **Like:** lean meat, chicken, fish, eggs and legumes (e.g. baked beans).
- **Water** – is the healthiest and cheapest way to keep hydrated throughout the day and should be the drink of choice for every lunchbox.

Lunch Box Essentials.

Source: Ministry of Health Survey

This business is believed to be viable because data collected from 325 respondents within the target market suggest that the majority of students enjoy eating fruit and fruit products that are ready and presented nicely. They have also indicated their eagerness and willingness to buy into such a service.

This business aims to reach out to the students who hold the latter view, especially. Instead of lecturing them on the importance of staying fit, the joys of a healthy body will be pointed out to them, and encouragement to voluntarily maintain one will be given.

The staff assured the business of their support and suggested that the business begin operation as quickly as possible, because they are concerned about the lifestyle students are currently leading and the outcomes of continuing this lifestyle.

A pitch at a recent meeting of the Parent Teachers Association showed that the parents are wholeheartedly behind the undertaking and would encourage their children to engage in it. They, too, would like to have these services available to them. Furthermore, suggestions that the majority believed would help to improve the quality of our products and services were received at this meeting. All of these have been taken into consideration and incorporated as was seen fit.

Additionally, students, parents and teachers were behind the locker room initiative. Many students have always wanted a locker. All concerned parties have indicated their support of such an initiative, and promise to make use of the mechanism.

Moreover, the advice of senior entrepreneurs, restaurateurs, physical trainers and financial advisers on the island and overseas was sought. These people have helped to further develop the idea.

Giving students a productive way to spend their time and release their energy will help improve behaviour in class. Fighting will also be reduced, because students spend less time idly, and can release their anger in the gym at any time they need to vent. Also on the issue of behaviour, changing the students' diet will change their behavioural patterns. Students will not be as hyperactive because of all the additional sugar in sodas. They will also not be as sluggish because of the fat content of fried foods. Teachers will find this feature especially intriguing, as they will not have to contend with a class that is disruptive and unruly in the period after lunch, or a class that can barely stay awake at eighth period.

After carefully considering the comments and the level of support received, it is estimated that the business will generate gross profits of approximately \$50,000 and net approximately \$40,000 annually.

COMPETITION AND THE MARKET

As it stands, lunches are provided for those on the school lunch programme, or can be purchased from one of four vendors. The lunch programme gives students one sandwich daily, except on Wednesdays, when food is prepared. The vendors offer fried chicken, pastries and other flour products, pizza, fries, cake, candy, sodas, and other such foods.

It is intended that 'Fruit 'N Fit' will eliminate the existing negative competition through competitive pricing and promotions regarding health.

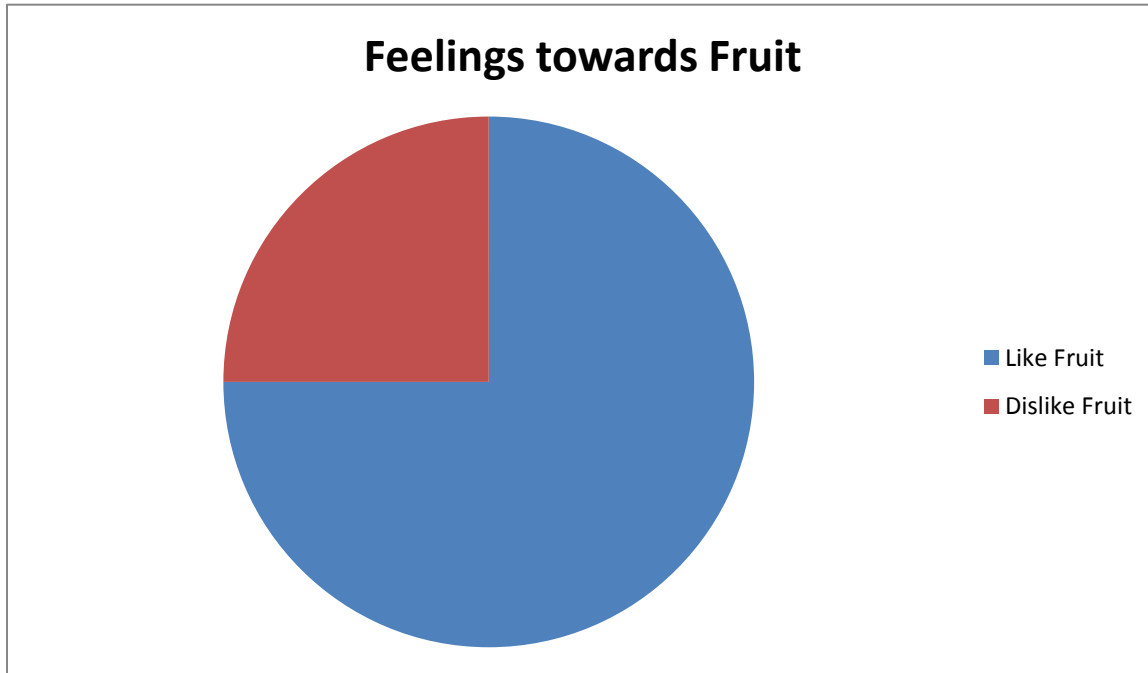
The product is unique-because, not only are consumers offered a completely different lunch option, i.e., fruit and fruit products, they also have the option of using gym and storage facilities. Some children want to learn to play a certain sport, or be a part of a club, but none exists presently. The existing gyms on Montserrat do not cater to patrons under the age of eighteen years. Youth will be introduced to gym exercises at a level suitable for their age and body mass index. Additionally, the products will be cheaper because there is no import duty on my raw materials because all raw materials are harnessed locally.

The business is faced with the storage challenges in that certain fruits are out of season for the better part of the year. Collecting the fruits may be a challenge at times, too, in terms of transportation. In light of this, enough raw materials must be stored to meet the demands.

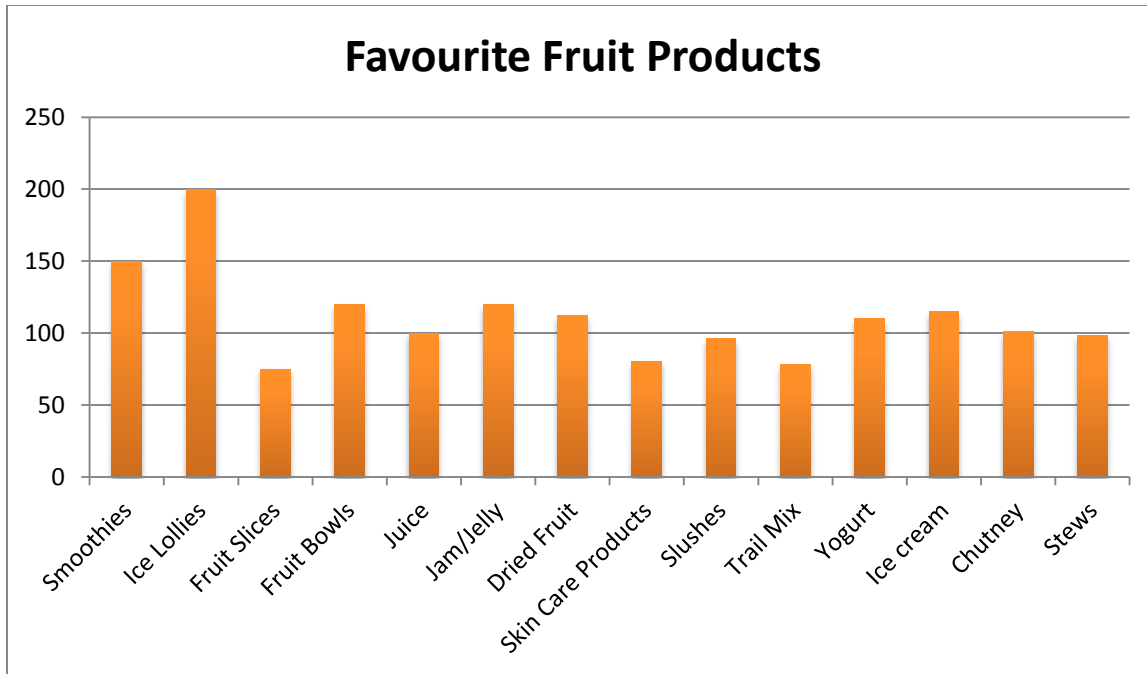
What are the solutions to these problems? Having two deep freezers among capital goods, and making preservatives immediately would remedy this dilemma. Backward Integration would also be beneficial, that is, acquiring a plot of land in future, for farming purposes. In doing so, the business becomes its own source of supply.

MARKETING PLAN

The following chart illustrates the percentage of the target market who enjoy eating fruit. It must be noted that 15% of the respondents who said they did not like fruit went on to say that they dislike raw fruit, but would consume it in another form. Mangoes and guavas were the preferred fruits of the majority of the sample.

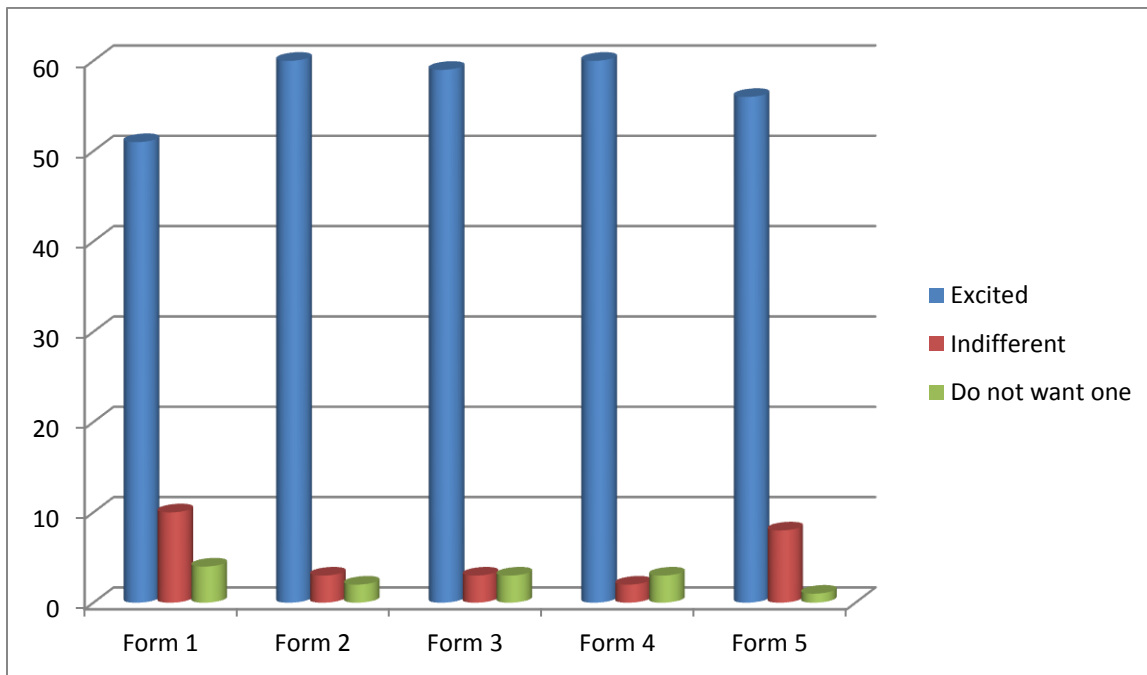


Students' favourite fruit products are given in the following chart. The Y axis represents the number of children.



80% of the students said they would patronize Fruit 'N Fit, 65% promised to visit daily.

Reflected below are students' views regarding having gym service available to them. The number of students is represented on the Y axis.



80% of the target market like to exercise, however 75% felt they were not getting enough exercise. Of the sample, 80% agreed that the Ministry of Health's findings were accurate. 120 surveys were distributed to lower school students and 205 to upper school. 93% of each sample responded that they do or will miss their days of doing Physical Education. Further research revealed that most of students who no longer do P.E have gained an average of 3lbs or more within a year of completing the second form programme. Some students attribute this statistic to the fact that they have little or no time for exercise, others say they are unsure of an exercise routine that would best suit them, and the others are simply not motivated to exercise. They view it as boring and tiring.

A vigorous marketing strategy will be implemented to capture children of ages ranging from primary school to college, starting with the students of the Montserrat Secondary School, in the first instance. This amounts to approximately 400 persons.

The input chain plus a 10% mark-up will be my pricing strategy on goods. Pricing for the gym will be apportioned slightly higher than the membership dues- to encourage persons to become members.

Getting a response from the primary consumers, that is, the pupils of the Montserrat Secondary School was crucial to the formulation of the idea. The initial focus group was in favour of the idea. Keeping in mind that this was not necessarily the sentiment of the majority of potential consumers, a further survey was conducted to provide a broader representation.

Students agreed that their lunch options were limited, and more importantly, at present, a healthy choice was a myth. Most communicated their approval of the addition of such an alternative, and some stated that they have felt that such a selection had been lacking for quite a while.

The social networking campaigns will be extremely effective in the marketing strategy, as the government has just completed its 'laptop-per-child' initiative. Permission will be sought to have a link on the School's Network. Other marketing strategies are as follows:

- Launching a website
- Commercials on the radio and local television channel
- Posters
- Flyers
- Pages, contests and campaigns on social networking websites
- Coupons and specials
- Loyalty and membership programmes
- Prizes, packages and giveaways
- Product sampling
- Presentations at the school
- Presentations at the Parent Teacher Association Meetings
- Meetings with the Staff, and Education Officials
- The use of social media

The Departments of Sports, Ministry of Health and the various organizations for non-communicable diseases will be approached to facilitate contests. These contests would entail a pre-test. At the end of the term, participants will be tested again and the results compared. Prizes will be awarded for the most improved student.

In the gym, each programme will have a trainer assigned. For those students who wish to work on an individual level, personal trainers will be available.

The restaurant will be primarily bar style with two tables- but as the business grows, more tables will be added.

At some point in the future, our business may expand into other healthy dishes- to add variety and prevent our menu from being monotonous and boring.

OPERATIONS PLAN

The products to be sold in our 'Fruity Feast' restaurant will be produced by our kitchen staff. Each person on the staff will have a specific responsibility. The cooks will be cross trained to do other jobs, in the event that someone is unwell- or there is need, because of demand, to help another staff member. All production will begin an hour before break begins, to ensure that customers can enjoy fast and efficient service, as opposed to having to wait for their order. This allows ample freshness, and comfortable service, as there will not be a long line of people waiting.

In the gym, trainers will attend to patrons. These trainers will conduct classes, and function as personal trainers if need be.

The restaurant's prime operating time is between 10:55-11:35a.m during the lunch break. This is also true for the gym. However, the restaurant will open its doors at 7:30a.m. and remain open until 4:30p.m to accommodate staff and students' needs throughout the day. Also, the gym aspect of the institution will provide a constructive way for students who do not feel like studying and are not being covered to spend their time.

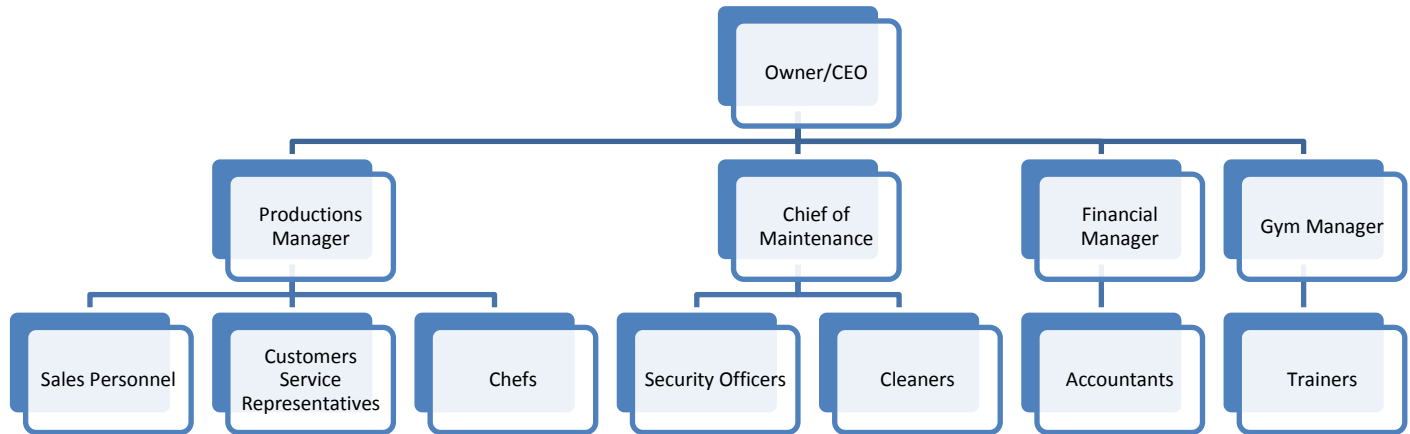
In the foreseeable future, the project faces two major difficulties. Ample space is required to accommodate all aspects of the business. Finding the required amount of square footage to house the entire business may be a huge problem, especially since the successful tender would

be expected to operate out of the existing cafeteria. The cafeteria is used as a classroom during the day. Another method of servicing the school will have to be found if 'Fruit 'N Fit's' bid to operate in the school is unsuccessful. Such a scenario increases competition in the market.

The solution to the first problem would be using the shaded area of the field to hold the fitness programs until a building can be erected on the plot of land on the eastern end of the school. The school would appreciate the gesture, because the room that now functions as the lunch room may be fully converted into a classroom.

The answer to the second problem is to establish the business on the aforementioned plot. In such case, marketing strategies take on a stronger meaning. Product sampling in the school would be the most ideal marketing ploy to encourage students to visit 'Fruit 'N 'Fit'.

When fully established, the business will have several managers. The Owner and CEO's involvement in daily production is minimal, as time would be spent overseeing each department and forming bonds with patrons and employees. Under the CEO's direct supervision are the heads of the various departments. Each manager is required to submit a bi-weekly report on progress in their area and any other matters. The flow chart below shows the business' chain of command with growth.



Prospective employees include those who would have studied either Food and Nutrition or Physical Education at the Caribbean Secondary Education Certificate Level. Employees will be recent graduates of either the secondary school or college. It is also imperative to employ persons with good people skills, and those with management and leadership qualities who can manage subordinates well. The business would also have to liaise with a graphic designer. The personnel plan is shown below.

Fruit 'N Fit Personnel Plan				
	Year 1	Year 2	Year 3	Year 4
Management	115	130	143	157
Chefs	800	880	968	1090
Trainers	600	660	726	824
Waiters/Waitresses	400	440	484	457
Security	150	165	182	225
Other	85	90	99	109
Total People	16	16	16	16
Total Payroll	2150	2365	2602	2862

Initially, the business may have three employees plus the CEO. With growth, there will be over thirty-two members of staff. 'Fruit 'N Fit' will provide employment for:

- one Public Relations Officer
- one Customer Service Representatives
- three sales persons
- six chefs
- two security officers
- eight cleaners
- one accountant
- five trainers
- four managers
- the Chief Executive Officer

FINANCE PLAN

Social Security will be approached for a loan of \$5000- on the grounds that investing in the health of youth now prevents large amounts of money being paid out later to those afflicted with diseases. More people will be healthier longer as the consumption of harmful additives will be reduced, and so will the health bill.

Showers and Changing Rooms will also be available. Funding for this aspect will be sought from the Ministries of Health and Education, and the Department of Sports and Youth Affairs especially. The pitch to the officials from the Ministry of Health would also highlight that making an investment in the health of the youth now, will reduce the health bill in the future.

The cash flow, Trading and Profit and Loss Account, sales forecast and four year cash flow are shown below.

Cash Flow

Ten-month cash flow

	Fruit 'N Fit												Fiscal Year Begins: Sep 2013	Sep- 13
	Pre- Startup EST	Sep- 13	Oct- 13	Nov- 13	Dec- 13	Jan- 14	Feb- 14	Mar- 14	Apr- 14	May- 14	Jun- 14	Jul-14	Aug-14	Total Item EST
Cash on Hand (beginning of month)		100	3,419	2,195	2,511	3,951	7,066	8,124	10,552	17,731	24,296	29,933	29,972	29,972
CASH RECEIPTS														
Cash Sales		703	1,318	2,429	1,384	2,195	3,792	4,429	3,943	4,136	4,875			
Gym Income		550	690	1,150	750	2,750	3,000	1,250	1,700	1,500	1,100			
Locker Fees		176	368	704		2,750	2,600	1,300	2,550	2,500	1,386			

Collections fm CR accounts			30	53	60		116	127	96	109	86	124		
Donations		750	350	100			25		150					
Loan/ other cash inj.		5,000		125										
TOTAL CASH RECEIPTS	0	7,179	2,756	4,561	2,193	7,695	9,533	7,106	8,439	8,245	7,447	124	0	0
Total Cash Available (before cash out)	0	7,279	6,175	6,756	4,704	11,646	16,599	15,230	18,991	25,976	31,743	30,057	29,972	29,972

CASH PAID OUT

Purchases (merchandise)		1,000	1,200	1,000		350	300	125	150	350	400			
Purchases (containers, cups, forks, straws, napkins)		500	800	750	25	1,250	1,000	950	50	150	200			
Payroll expenses (taxes, etc.)		50	50	75	75	225	275	350	350	350	350			
Outside services		20						65						
Supplies (office & oper.)		75	10	25		150	200	270	30	60	90			
Advertising		100	100	150	20	225	225	225	225	250	250			
Telephone		20	50	100	50	250	330	330	330	370	370	40		
Utilities		70	70	70	35	100	125	125	125	150	150	45		
Miscellaneous		25		75	48	30	20							
SUBTOTAL	0	1,860	2,280	2,245	253	2,580	2,475	2,440	1,260	1,680	1,810	85	0	0
Loan principal payment			200	500	500	1,000	3,000	238						
Capital purchase (radio, refrigerator, deep freezers, microwave, stove, power blender)		2,000	1,500	1,500		1,000	3,000	2,000						
Other startup costs														
Reserve and/or Escrow														
Owners' Withdrawal														
TOTAL CASH PAID OUT	0	3,860	3,980	4,245	753	4,580	8,475	4,678	1,260	1,680	1,810	85	0	0
Cash Position (end of month)	0	3,419	2,195	2,511	3,951	7,066	8,124	10,552	17,731	24,296	29,933	29,972	29,972	29,972

In the first month, a high percentage of the school's population would try Fruit 'N Fit. The number of patrons will increase slowly. Sales are lower in December and April because the school terms end at this time, and the fifth formers will go on study break in March. Sales will spike in the first parts of December and March and in June. Students write exams in December

and June, so they have a lot of free time. The March spike is due to sports activities in this month. Again, students have a lot of leisure at this time.

Trading and Profit and Loss Account

Fruit 'N' Fit				
	Trading Profit and Loss Statement for			
	the period September 2013 - July			
	2014			
	(Expressed in Eastern Caribbean			
	Dollars)			
Income				
Generated:				
	Sales			30,005.00
	Less Cost of Sales		10,550.00	
	Less Closing Inventory		<u>1,275.00</u>	<u>9,275.00</u>
				20,730.00
	Gym Fees		14,440.00	
	Locker Rental		14,334.00	
	Donations		<u>1,375.00</u>	<u>30,149.00</u>
				50,879.00
Less Expenses				
	Payroll		2,150.00	
	Outside Service		85.00	
	Office Supplies		910.00	
	Advertisement		1,770.00	
	Telephone		2,200.00	

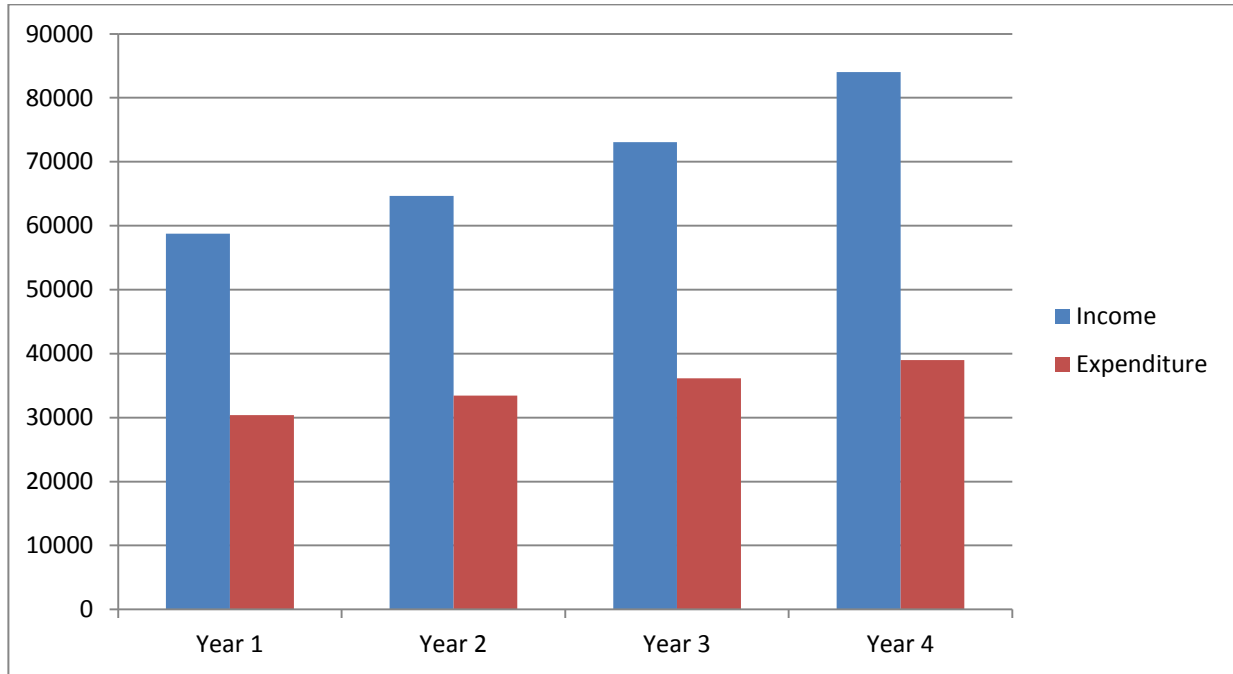
	Miscellaneous Exp		198.00	
	Loan Interest		250.00	
	Depreciation on Fixed Assets		2,600.00	<u>10,163.00</u>
	Net Profit for Period			40,716.00

Sales Forecast

Sales Forecast										
Unit Sales	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Smoothies	66	92	132	30	66	160	200	170	180	198
Ice lollies	132	276	572	180	528	600	1000	680	960	1100
Fruit bowls (single)	44	69	88	40	88	160	160	170	200	176
Fruit bowls (mixed)	22	46	132	40	88	160	200	170	140	220
Jam/Jelly				10	44	60	40	51	40	66
Fruit snacks					66	120	80	102	80	88
Gym	110	138	230	150	550	600	250	340	300	220
Locker	176	368	704		2750	2600	1300	2550	2500	1386
Total Unit Sales	550	989	1858	450	4180	4460	3230	4233	4400	3454
Unit Prices	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Smoothies	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05
Ice lollies	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01	\$1.01
Fruit bowls (single)	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05	\$5.05
Fruit bowls (mixed)	\$6.06	\$6.06	\$6.06	\$6.06	\$6.06	\$6.06	\$6.06	\$6.06	\$6.06	\$6.06
Jam/Jelly				\$6.06	\$6.06	\$6.06	\$6.06	\$6.06	\$6.06	\$6.06
Fruit snacks					\$3.03	\$3.03	\$3.03	\$3.03	\$3.03	\$3.03
Gym	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5	\$5
Locker	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1	\$1
Sales	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10
Smoothies	333	465	657	152	333	808	1010	859	909	1000
Ice lollies	133	279	573	182	533	606	1010	687	970	1111
Fruit bowls (single)	222	349	444	202	444	808	808	859	1010	889
Fruit bowls (mixed)	133	279	800	242	533	970	1212	1030	848	1333
Jam/Jelly				61	267	363	242	309	242	400
Fruit snacks					200	363	242	309	242	267
Gym	550	690	1150	750	2750	3000	1250	1700	1500	1100

Locker	176	368	704	2750	2600	1300	2550	2500	1386
Total Sales	1547	2430	4328	1589	7810	9518	7074	8303	8221

Four Year Cash Flow



It is anticipated that the business will realize 10-15% annual profit increases. Expenditure is estimated to increase by 8-10%.

APPENDICES

Logo



The logo shows Montserrat’s national fruit, the hairy mango and the business’ name and motto. The message it conveys is “Eat local for happiness, health and muscles.” The logo makes use of all three: art, colour and the internet language that appeals to the target market.

Questionnaires

Market Survey

Good day. My name is Nadia Browne. I am hoping to open a business called Fruit ‘N Fit, which will add variety to your lunch menu and help improve your health. The business has three aspects, a restaurant that sells products made from fruit, a gym, and locker facilities.

Filling out this questionnaire ensures that Fruit ‘N Fit meets your demands while providing the highest quality of service. Thank you!

Gender: Male Female Form: 1st 2nd 3rd 4th 5th

1. Do you think your lunch option are limited? Yes No
2. Do you think there are healthy lunch options at the school? Yes No
3. Do you like fruits? Yes No
4. What are your favourite fruits?

5. What are your favourite fruit products?

Ice lollies	Yogurt	_____
Smoothies	Ice cream	_____
Juices	Stews	_____
Slushes	Chutney	_____
Fruit slices	Other	_____
Fruit bowls		_____

6. If fruit products were sold at school would you buy them? How regularly?

Yes No

7. Do you like exercising? Yes No

8. On average, how much exercise do you think you get on a weekly basis?

9. Do you think you are getting enough exercise? If not, what is hindering you?

Yes No

10. Do you agree that every year, the students of the Montserrat Secondary School are becoming fatter? Yes No

11. Do you think you have gained weight? If so, how much? Why do you think this is true?

Yes No _____

12. If you are an upper school student, do you wish you could still do Physical Education?

Yes No

b. If you are in lower school, how do you feel knowing that you will have to stop doing Physical Education in third form?

13. Are you worried about gaining more weight when you no longer do P.E or now that you have stopped? No

14. What are your views on having a gym service provided to you?

15. Do you think a gym will solve any weight issues you have? Yes No

16. How heavy is your bag on a daily basis?

Very Heavy Heavy Light Very Light

17. Do you think that the school needs lockers? Yes No

18. If lockers were to be provided to you for a very small fee, would you use them?

Yes No

19. If this business were to be opened, would you be a regular customer? Yes

No

20. Do you have any recommendations to improve the business? Specify?

Pricelist Calculations

Product	Price Elsewhere	Input	Mark up	Selling Price
Smoothies	\$8.00	\$5.00	10%	\$5.05
Ice Lollies	\$2.00	\$1.00	10%	\$1.01
Mixed Fruit Bowls	\$10.00	\$6.00	10%	\$6.06
Single Fruit Bowls	\$10.00	\$5.00	10%	\$5.05
Jam/Jelly	\$8.00	\$6.00	10%	\$6.06
Fruit snack	\$4.00	\$3.00	10%	\$3.03