

futurpreneur 

Col Roulé

Business plan

1.0 Executive Summary

Company Profile Summary

Col Roulé is a bistro looking to be Saint Henri resident's home away from home, providing hearty dishes made from local ingredients served alongside local craft beers in an atmosphere that encourages patrons to get comfortable and stay awhile. Col Roulé is fully owned and operated by husband and wife duo, Angélique and Étienne Paquet. At Col Roulé, they believe the key to living happy is learning to live a good life. Their passion for serving food from scratch with local ingredients to their community helps them achieve this goal. Col Roulé is a work of love combining Angélique's passion for creating unique comfort food with Étienne's operational sensibilities. From their first visit, they fell in love with Saint Henri's artisan vibe and quirky character.

Market Research Summary

The restaurant industry in Canada makes up 4% of the country's GDP and the Canadian Restaurant and Foodservices Association's outlook is that this will continue to increase into 2016. Although a large industry, there is no single chain that dominates the market, in fact the majority of businesses are independently owned, although this does include franchises. Managing costs to ensure profit margins are maintained continues to be a challenge for restaurateurs. Col Roulé will look to hire professional advisors to help find efficiencies while they focus on becoming a staple in the Saint Henri neighborhood. They will be targeting young professionals both single and with families with average household incomes of \$50,000 - \$75,000 that are residents of or work in the area.

Marketing Summary

Col Roulé's key strategy is to network within the community with other small business owners and residents. Saint Henri is an up and coming neighborhood with reasonable rent therefore a lot of small businesses and young professionals are moving into the area. Col Roulé's marketing strategy is to authentically join in the comradely of the area by providing local hearty food at reasonable prices to residents. Col Roulé has identified the weekly Atwater Market as a meeting place for the community and will look to attend and provide donations to the weekly raffle. The proceeds go to further develop the community.

Col Roulé will need to comply with the Sud-Ouest borough by-laws, municipal and provincial regulations in order to be approved to open to the public. Col Roulé has secured a lawyer to handle the regulations and through them have also hired an accountant and insurance broker. However, once opened the critical element will be the food. Chef Angélique will apply her passion to creating local hearty comfort dishes. To ensure that she stays atop of trends in the food industry Col Roulé will become a member of the Canadian Restaurant and Foodservices Association.

Finance Summary

\$190,000 will be needed to start the business. Col Roulé will receive \$15,000 from Futurpreneur Canada along with \$30,000 from the Business Development Bank of Canada. In addition, they have invested \$45,000 themselves with help from family and secured the majority of funds through a small business loan from the Banque Nationale du Canada, placing their total start-up capital at \$210,000. In the first year of business Col Roulé looks to complete \$488,000 in sales with expenses of \$446,000, putting their profit margin at 8.6% which is slightly above industry average. By the end of the second year plans are to increase sales by 4% to \$507,500.

2.0 Company Profile

Business Overview

Col Roulé is a bistro owned and operated by husband and wife duo, Angélique and Étienne Paquet in Montreal's up and coming Saint Henri neighborhood. The real key about living is learning to live a good life. They believe that opening Col Roulé helps them fulfill this idea. Their passion is creating food from scratch with local ingredients served in a comfortable atmosphere. Col Roulé was established on 08/07/2013

Col Roulé is your home away from home, providing hearty dishes made from local ingredients served alongside local craft beers in an atmosphere that encourages patrons to get comfortable and stay awhile.

Col Roulé is a service and product business. Col Roulé will offer local hearty cuisine Tuesday through Sunday for dinner with a plan to expand this to include lunch on weekends.

Hours will be from 6pm - 12am Sunday, Tuesday & Wednesday and 6pm - 2am Thursday - Saturday.

Col Roulé will have a small menu with all components for each dish created from scratch using local ingredients. These will be divided into starters and mains with no dessert options. Keeping the menu small will help to reduce waste and plan ingredients and purchasing. To accompany the food, Col Roulé will offer patrons a selection of Montreal craft brews and regional wines to help promote local brands; this will be in addition to a standard bar. Col Roulé will market themselves as a mid-range bistro offering Canadian comfort food made from local ingredients with all elements made from scratch. The restaurant specialty is a pulled pork sandwich.

Pulled Pork Sandwich

Pork shoulder slow cooked in mashed tomatoes and brown sugar with a homemade spice mix, served on toasted French bread stick and a dash of homemade sweet relish. Served with twice fried French Fries. \$15

For the full launch menu please see the Appendix.

Company History

The idea to open Col Roulé came when Angélique and Étienne were visiting friends in Montreal. They fell in love with the city. The food scene in the neighborhood they were visiting was scattered with themed ethnic restaurants but there was no local bistro promoting Canadian comfort food. Angélique's desire to fill this void with her passion for creating hearty dishes was sparked. Col Roulé has completed a corporate business name search with Quebec's Enterprise Register and registered for their Québec enterprise number (NEQ). They have also registered the corporation with Revenu Québec and the Federal government.

To make Col Roulé a reality, beyond the initial paperwork, Angélique and Étienne have moved to Montreal and secured a single unit lease on Beaudoin Street just off of Rue Notre-Dame Ouest. The location was already setup as a bar so minimal retrofitting is required to turn it into a restaurant. Renovations of the space are already underway with Étienne's father and brother constructing the seating, tables and bar. There will be no structural changes and a blueprint of the space has already been submitted to the Regie.

To keep with the comfort vibe and quirkiness of the neighborhood the interior will be decorated with an eclectic mix of items collected at secondhand stores, which have also started to be accumulated and inventoried. Col Roulé is targeting a soft opening in September 2013. At that time renovations will be completed, the menu will be finalized and staff will be hired and trained. The timeline also aligns with the estimated completion of all inspections and licensing provided by their lawyer.

Management

Col Roulé will be owned by Angélique and Étienne Paquet. Angélique will be employed as the Chef at Col Roulé. She has been developing flavourful and interesting food for over 8 years. Her passion for food started with a summer spent in Paris taking gourmet courses at Le Cordon Bleu Paris Culinary Arts. This experience allowed her to explore food preparation and a variety of techniques. Since then she's made a career in the food industry from line cook to senior chef in a small Toronto restaurant in Leslieville. Étienne will manage finances and personnel for Col Roulé. He has a degree in Business Administration from Wilfred Laurier University and has been working as an independent human resource consultant for various companies. Étienne is also an avid home brewer and will be hand picking the craft beers on tap at Col Roulé.

Location

Col Roulé will be store front. Col Roulé will be located at 251 Beaudoin Street, Montreal, Quebec H4C 2Y3. Col Roulé will be located on Beaudoin Street just a few doors down from the high foot traffic path of Rue Notre-Dame Ouest in the neighborhood of Saint Henri in Montreal's Sud-Ouest borough. The space was previously a bar, thus allowing Col Roulé to open in its place without having to require a new liquor license. The location is walking distance from the station place Saint Henri metro stop. Although, Saint-Henri is not the restaurant or tourism hotspot of Le Plateau, over the last 4 - 5 years it has seen a steady influx of young professionals and families moving in, as well as several real estate projects to convert industrial space into lofts. With this influx of residents, Col

Roulé is looking to become the local bistro this neighborhood is missing.

Legal Structure

Col Roulé is a corporation.

Col Roulé will be operated as a corporation with Angélique and Étienne as the only two directors. This is to reduce personal liability and is common practice for the industry.

Col Roulé is not interested in securing intellectual property at this time.

Vision & Mission

To become a sustainable part of the community as the neighborhood's home away from home bistro.

To serve delicious food from local ingredients in a bistro whose atmosphere and staff make customers feel at home.

Goals & Objectives

To have a website launched in 2 months

To be producing a continuous profit monthly after 6 months of operations

To be featured on <http://braisedandconfused.com> as a must-eat in Montreal within 12 months

Professional Advisors

Col Roulé used the Barreau du Québec referral service to get connected with a small business lawyer in practicing in Montreal, Joëlle Giroux. She has negotiated their lease agreement and handled the submission of all paperwork associated with incorporating and licensing Col Roulé. Col Roulé's lawyer provided referrals for an accountant and insurance broker that have been engaged to handle taxes and insurance for the restaurant.

3.0 Market Research

Industry Profile & Outlook

Col Roulé operates primarily in the food and beverage industry.

According to the Canadian Restaurant and Foodservices Association (CRFA)'s report Restaurant Industry Forecast 2012-2016, commercial restaurant sales is expected to increase to \$61.7 billion a year by 2016 – up from the current \$52.9 billion. For the Saint-Henri area specifically, senior management consultant at Regroupement économique et social du Sud-Ouest (RESO), Monique Le Menn, sees continuing renovations of industrial buildings are attracting “new-generation businesses” — like ad agencies or multimedia

companies. These companies pay people higher salaries and thus are increasing the demand of proximity services, like restaurants. (Full article here: <http://www.montrealgazette.com/business/open-house/Urban+Villages+Henri+eccentric+artsy/7524887/story.html>) For Col Roulé, their restaurant provides a home away from home after a long work day.

Starting a restaurant is capital heavy, with the average restaurateur requiring \$275,000 in start-up capital, which acts as a barrier for many foodies who are passionate about food but do not have the resources to open. Col Roulé has secured \$45,000 in financing through owner and family/friends investing, in addition Banque Nationale du Canada has provided a small business loan of \$100,000 as part of the Canada Small Business Finance Program with the Development Bank of Canada contributing another \$30,000 and Futurpreneur Canada providing another \$15,000.

The restaurant industry in Quebec is heavily regulated with various options for liquor licenses and building permits, as well as requiring several inspections from various city and provincial departments (fire, health, liquor). In addition, provincial regulations for hygiene and food safety mandate certification training for food handlers. These hurdles act as additional barriers beyond capital that prevent new restaurants from flooding the market. Col Roulé has an opportunity to lease a space that was previously a bar, which helps to reduce some of these hurdles. The owner is looking to retire from day to day operations and was impressed with the passion and business sense Angélique and Étienne showed towards opening Col Roulé.

The CRFA's Restaurant Industry Forecast 2012-2016 expects steady sales gains in the coming years with growth in disposable income and greater job creation expected to lift sales by 4.2% in the restaurant industry. Col Roulé's location capitalizes on this trend being situated in a neighbourhood where "new age businesses" offering higher salaries are being opened. Specifically, within Saint-Henri, the number of new businesses opening are up from 288 along Notre Dame between Peel and St. Rémi Sts. in 2011 to 295 at the end of 2012, according to RESO. However, the Sud-Ouest borough does not offer liquor licenses to commercial spaces not previously bars so the influx of bistros are limited making the leased location found by Col Roulé a unique component of their business plan. There are also quotas and zoning that determine whether distributing alcoholic beverages is allowed. Col Roulé sees the timing of their endeavor as an opportunity to establish themselves as the local bistro before potential change to bylaws are sought as the area continues to gentrify.

Spending at restaurants over the entire Canadian population has increased as a percentage of total household spending according to Statistics Canada. However, the same report showed that consumers under the age of 30 had the highest percentage spend at restaurants. Col Roulé is positioned to take advantage of this market since the Saint-Henri area is experiencing an influx of young professionals moving to the area to live and/or work.

When it comes to food there are also industry trends, reported annually in the CRFA's 2013 Canadian Chef Survey. Col Roulé's menu will incorporate a few of these trends that fit with the restaurant's vision and customer desires. These include local ingredients, a smaller menu, slow cooking, and a communal dining atmosphere.

A survey of restaurateurs by the CRFA found that despite the recent leveling out of food prices, they remain the number one concern for restaurant owners, specifically for

full-service restaurants. This combined with rising labour costs continues to force restaurants to review purchases to maintain the average profit margin of 8%. Col Roulé's small menu and bar selections will help to reduce waste and keep purchase costs low.

Local Market

Saint-Henri is home to approximately 30 restaurants currently, these include bistros, fast-food, cafes, and bars. Col Roulé will target young professionals both single and couples that work or live in the area bordered by Atwater Ave., Lachine Canal and highways 15 and 720.

Key Competitors / SWOT Analysis

| | Strengths | Weakness | Opportunities | Threats |
|------------------|--|---|---|---|
| Tuck Shop | <ul style="list-style-type: none"> Established presence on social media and in the community. Uses local ingredients | <ul style="list-style-type: none"> Price point is high | <ul style="list-style-type: none"> Provide local good food at a lower price point to encourage regular visits (not the special occasion crowd) | <ul style="list-style-type: none"> Tuck shop could start providing lower cost menu items |
| Col Roulé | <ul style="list-style-type: none"> Established location with liquor license | <ul style="list-style-type: none"> Not familiar with the community | <ul style="list-style-type: none"> Provide a local simple food option in a comfortable atmosphere | <ul style="list-style-type: none"> Sud-Ouest could relax liquor license bylaws and increase direct competitors |

Target Market

Col Roulé is focused on selling to consumers (B2C).

Target Market profile for Col Roulé:

Young professionals, aged 25 – 45, working in a creative industry: advertising, media, film, photography (demographics)

Single or married couples with young children (demographics)

Household income: \$50k - \$75K (demographics)

Consumers that look to support local businesses and the community (behaviour)

Consumers wanting an alternative to cooking at home that provides good simple food (lifestyle)

Consumers interested in sustainability through local farming (psychographic)

Consumers who do not own a vehicle (lifestyle)

Living in the neighborhood of Saint-Henri, “the Hen” to locals (scope)

Keys to Success

Col Roulé will focus on sharing their vision with the neighborhood through social media updates during renovations. Col Roulé will trumpet Angélique’s passion for creating hearty local dishes and provide sneak peeks of potential dishes. The passion and vision of Col Roulé’s and its owners align with the unofficial Saint Henri community mandate and will help to generate buzz within the community.

A thorough understanding of the licensing, certifications, and inspections required to comply with the Sud-Ouest borough committee, City of Montreal, and Province of Quebec. Col Roulé will meet weekly with their lawyer to ensure that all necessary paperwork is completed and that approvals are progressing.

Customer Survey Summary

Angélique and Étienne visited the neighborhood of Saint-Henri several times over the last year. During this time, they approached local restaurant owners and pedestrians with a quick 8 question survey on behalf of Col Roulé. Of the 40 people surveyed, 80% identified the need for more restaurants in the neighborhood. However, a consensus as to what type of food was missing from the neighborhood was not reached. In terms of menu construction, 100% of respondents identified using local ingredients as something they would support and would be willing to pay more for. Next to local, 75% of respondents identified that menus with easily identified ingredients were suggested. These preferences reflect the overarching trends in the Food industry and with the approach Col Roulé is taking to their menu construction.

4.0 Sales & Marketing

Pricing Strategy

It's common across the industry to expect to make a lower margin on food sales than drinks. With that in mind the average margin on food and labour costs is set at approximately 4%, with drinks being higher at 30%, helping to offset the overhead costs of the restaurant to net out a margin of approximately 8%.

Competition: \$10 - 13 for appetizer/starter and \$25 - \$30/main. Draught beer \$6 - \$9/ pint

Col Roulé: \$5 - 8 for appetizer/starter and \$14 - \$18/main. Draught beer \$6 - \$9/ pint

Col Roulé's vision is to create a home away from home. Therefore pricing is meant to encourage multiple trips to the bistro in a given week. This price point works within the budget of their target market to support this desired behaviour.

Marketing Strategy

Networking in Saint Henri Neighborhood

Relationship building with other small businesses that populate the area and residents that live in Saint Henri is critical to Col Roulé's success. Marketing strategy will focus primarily on networking activities where Col Roulé can showcase their passion for food and community. Col Roulé's key strategy is to be an active participant in supporting the Saint Henri community providing good local food at a reasonable price.

Social Media: Twitter

A secondary strategy will be to create buzz around the restaurant prior to opening and then continuing to use social media to encourage reviews from patrons. According to a recent report by The NPD Group, the key to a successful restaurant business in 2013 will depend on the company's ability to use social media — and take advantage of the customers using it. Col Roulé will commit to tweeting out photos and updates on the bistro construction and licensing and then switch to using it to announce craft beer changes and respond/encourage customer feedback. Twitter is viewed as a channel to provide word of mouth referrals from customers creating organic traffic to the restaurant.

Giveaway: \$50 dinner vouchers

To help generate traffic to the bistro, Col Roulé will donate \$50 vouchers to be raffled off at the Atwater Market every other week for the first 6 months. The proceeds will go towards supporting the development of the Woonerf as community garden space. This donation aligns with Col Roulé's passion for local food and their commitment to the neighborhood.

Primary Marketing Activity

Col Roulé's key marketing activity will be community networking with business owners and residents. This will be done informally at community events such as the weekly Saturday Atwater Market where Angélique and Étienne can introduce themselves and their bistro to the neighborhood, soliciting feedback both before and after the bistro

opens. In addition, professional networking events hosted by the Chambre de commerce & d'industrie du sud-ouest de Montréal will be attended to share Col Roulé's vision and the owner's passion behind it.

Col Roulé's representatives will be tidy and casually dressed at all times.

When attending a networking event, whether professional or informal, Col Roulé's representatives will have business cards on hand to promote the bistro's location. The Twitter account and a QR code will be included on each card. The QR code will link to an image of the Col Roulé's menu with an offer for a free starter with purchase of a main at the bottom of the page. Col Roulé will order 1000 business cards at a cost of \$150. The goal will be to attend the weekly Atwater Market and use this to establish other community events that Col Roulé can participate in. The costs will range per week from \$20 - \$60 with the average being \$35. Col Roulé's supporting strategy of providing \$50 vouchers to the Atwater Market weekly raffle is included in these estimated costs. It is expected that 90% of patrons to Col Roulé for their first 6 months will be driven from community networking events and will generate 2 - 3 mentions on twitter by potential customers.

Marketing Objectives

Goal #1: Three networking events/month starting in August for the 4 month lead up to Col Roulé opening.

Goal #2: To collect 500 followers on Twitter within 6 months of launching.

Goal #3: To sustain profitability month after month by the six month mark from launch.

Positioning Statement

Asli Yerxa is a naturopathic doctor dedicated to the promotion and maintenance of optimal health for patients by providing natural and preventive family medicine in a friendly and convenient location.

The Sales Process

Col Roulé sales cycle timeline is <24 hours.

Col Roulé intends to deliver sales of approximately \$488,000 in the first year.

The sales process will start with local networking events where Col Roulé representatives will use a 'soft sale' strategy to promote the bistro. Explaining the owner and staff's connections to the neighborhood and inquiring about their own. Through the course of the conversation, the representative will introduce the bistro as another meeting spot for the community where they can get a hearty meal in a comfortable environment.

If the person expresses that they'd be interested in experiencing this, the representative will give them 1 - 2 business cards and explain that the QR code on each entitles them to a free starter with a purchase of a main when they come by.

If the event is taking place at the Atwater Market, Angélique and Étienne will be present to give away the \$50 voucher to Col Roulé. The recipient will be asked if they can take a photo together for the Twitter account to announce them as the winner. If the recipient is also on twitter, Col Roulé's tweet will include a mention of their twitter account.

The initial sales cycle will be approximately 6 months from initial contact to potentially closing a sale. This is because the awareness and distribution of business cards will be happening bi-monthly during the renovations and construction phase. It is expected that only 15% of business card recipients will redeem for their free starter.

The goal is to generate awareness and buzz around Col Roulé so that they have an engaged audience prior to their opening in November.

Strategic Alliances

Col Roulé has formed a strategic alliance with Bierbrier Brewing Inc. and Brutopia who will be supplying the craft beers on draught for the bistro. In addition, Col Roulé has teamed up with the property manager of The Elpro to distribute business cards to tenants, mostly other small businesses, in the building. These will include the twitter account and QR code with menu and free starter with a purchase of a main.

5.0 Operations

Location(s)

Col Roulé will be located at 251 Beaudoin Street just a few doors down from the high foot traffic path of Rue Notre-Dame Ouest in the neighborhood of Saint Henri in Montreal's Sud-Ouest borough. Due to the strict bylaws governing the distribution of alcohol in the Sud-Ouest borough Col Roulé has chosen a location to lease that was previously a bar eliminating the need to apply for a new liquor license.

The location is west of the Atwater in the area of Saint Henri under the most construction and development; however, it remains walking distance from the station place Saint Henri metro stop and on a high pedestrian foot traffic area.

Rent for the location is \$19/sq. foot for 2000 sq. ft., resulting in rent of \$3,166/month. The location provides a single open space allowing for seating occupancy estimated at 65. The kitchen is 500 sq. ft. and equipped with commercial grade sinks, exhaust, and grease trap disposal. Col Roulé will not have to upgrade or replace any kitchen equipment keeping the start-up equipment costs lower; however, a full draught system will need to be installed for the bar.

Col Roulé will be open from 6pm - 12am Sunday, Tuesday and Wednesday and 6pm - 2am Thursday - Saturday to start. Depending on traffic and profitability, this may expand in future to include a weekend lunch.

Website

Col Roulé website will launch/launched on 07/08/2013.

Col Roulé will not have a website for launch. Instead, Col Roulé will utilize Twitter as their primary online presence.

Col Roulé will hire a designer from a local digital agency to design a background and logo for Col Roulé to utilize on both their business cards as their Twitter icon.

Legal Issues

Col Roulé anticipates the following legal issues:

- business licenses
- location & zoning by-laws
- health inspection
- operating licenses (i.e. child care centres, gas stations, etc.)
- registering employees
- contract agreements (partnerships, independent contractors etc.)

Col Roulé has hired a lawyer to provide direction on licensing and insurance requirements and to review all contracts with suppliers and employees. The lawyer has already registered the business with Quebec's Enterprise Register to receive their Québec enterprise number (NEQ) and filed incorporation forms online with Revenu Québec and the Federal government. Col Roulé now has a QST and GST number and is registered for corporate income tax.

Insurance Issues

Col Roulé requires insurance for owners, partners and key employees, insurance for business property and earnings, liability insurance.

Human Resources

Col Roulé will have 1 - 10 full time staff.

Col Roulé will have 1 - 10 part time staff.

Col Roulé will start with five employees in addition to owners. Owner/Chef Angélique will be responsible for crafting the menu and selecting produce vendors. Owner/restaurant manager Étienne will be responsible for managing staffing, payroll, and supplier/vendor relationships. The additional staff will consist of:

1. One full-time bartender/server: responsible for making/serving drinks for servers as well as managing the patrons seated at the bar.
2. Three part-time servers: responsible for seating, serving, and attending to patrons food and drink orders. Since service is a critical factor in generating word of mouth referrals, servers will need to have experience and familiarity with the Saint Henri neighborhood.
3. One full-time kitchen assistant: responsible for washing dishes and aiding Angélique in food preparation.

They will be required to have the Quebec food hygiene and safety certification. The servers will be paid \$10.15/hour, which is above the \$8.75 minimum wage for employees who receive tips. Col Roulé is looking for quality personnel to join their team and wants to compensate staff for the skills they bring to the bistro. The bartender will be paid \$10.50/hour, again above the minimum wage; however, they're looking for a team member with at least 5 years of restaurant experience. The bus boy will be paid standard

minimum wage \$10.15/hour.

All staff will be bilingual, allowing Col Roulé to entertain residents from nearby Westwood, a primarily Anglophone borough as well as local Francophone patrons. In addition to full-time employees, Col Roulé will contract out cleaning of the restaurant's facilities to a local independent cleaning service based in Saint Henri. They came as a recommendation a local gallery/café owner in the neighborhood.

Total monthly staffing costs are estimated at \$5500 plus another 8% for payroll taxes for a total of \$5,940.

Process/Production

Col Roulé will have a concise menu consisting of 3 - 4 starter/side options and 8 mains. In looking at industry food trends, Col Roulé's menu will contain 3 vegetarian mains and 2 gluten-free options to provide a selection for the majority of patron's diets without being specifically 'vegetarian' or 'gluten-free'.

Col Roulé's menu trademark will be the production of each dish. All components will be made from scratch including the spicy mayo, pickled radishes, and smoked beef. This attention to detail will increase the time to prepare each dish and therefore food preparation will start mid-day each day even though the bistro won't open until 6pm.

Delivery of produce from local farmers will happen every three days at 11am. Receipt for goods will be managed by Chef Angélique for the first 3 months until quality control and a relationship with the farmers has been established. After this point it may be transferred to Étienne to manage. Local craft brewers BeirBeir and Brutopia will be weekly on Thursday mornings to ensure that Col Roulé is well-stocked heading into the busier weekend.

Col Roulé will take reservations over twitter or by calling the bistro. Patrons who leave messages will be called back within 2 hours of their request if the message was left during closed hours or within 20 minutes if left during standard hours of operation.

Col Roulé's seating will be arranged in a communal eatery concept comprised of two long tables with short benches as well as six tables of four standard wooden back chairs and three booths (seating 4 each). The remaining 13 seats will be stools along the front bar.

Col Roulé will allow patrons to choose their preferred seating style, although a conscious effort will be made by servers to keep the communal table filled to promote dialogue between patrons. The bar will be filled last allowing Col Roulé to accommodate the after work crowd stopping in for drinks only.

Risk Assessment

Col Roulé will spend the majority of its efforts in promoting the bistro to the local community by engaging in community events and strategic alliances. However should these efforts prove ineffective at driving traffic to the bistro once open, Col Roulé, will focus more heavily on their secondary marketing strategy of promoting the bistro via social media, specifically Twitter. By interacting and engaging with foodie influencers in the Montreal area to encourage them to experience and report on the Bistro.

Col Roulé is reliant on their local suppliers for fresh produce for the menu items. If a supplier fails to deliver the required food items or if they do not meet the agreed upon quality standard more than two consecutive times Col Roulé, will switch to another local supplier. Angélique is active in the local food market and has cultivated relationships with several suppliers in case a backup is needed. The primary supplier, Jean Gagnon Foods has been selected due to his frequent Montreal deliveries. If a new supplier were required, impacts could result in higher food costs to accommodate the frequent delivery schedule OR less frequent deliveries to the bistro decreasing the 'freshness' of the food.

If after a full year of business, sales are less than \$400,000, Col Roulé would need to close its doors and declare bankruptcy this would be handled by Col Roulé's lawyer as would the negotiation and selling of assets to repay the small business loan provided by the Banque Nationale du Canada.

6.0 Financials

Start-Up Costs

The example business plans do not include start-up costs, cash flow or income statement example content. To review how to create these elements for your business, please visit <http://futurpreneur.ca/en/bplan> and use the free online business plan writer. Not only does it provide tips and tricks on what to include but it outputs a custom spreadsheet with all the formulas you'll need.

Sales Forecast

Key Assumptions for Col Roulé:

Slowest months: Jan - Mar following high consumer spending in November - December and before the spring/summer seasonal upswing of the restaurant industry

Average sale for two people in main dining area (52 seats) = \$55

Average sale for two people at bar (13 seats) = \$20

Average patron visit 2 hours

Sales increase at a steady rate of 4% per year after the first year

Costs will increase at a rate of 1% to 2% per year.

Once profitable, returns will be invested into financial markets with potential returns being used to increase principal payments from loans.

Year One Sales Forecast (Including Assumptions)

July - \$0 - The next 2 months will see no sales as the bistro is under renovations, filing permits, scheduling inspections, and receiving city and provincial licensing approval. Col Roulé will generate buzz with local residents and business owners by participating

in the Atwater Market and attending both the Chambre de commerce & d'industrie du sud-ouest de Montréal events held each month. Please see primary marketing activity for more details.

August - \$0 - The next 2 months will see no sales as the bistro is under renovations, filing permits, scheduling inspections, and receiving city and provincial licensing approval. Col Roulé will generate buzz with local residents and business owners by participating in the Atwater Market and attending both the Chambre de commerce & d'industrie du sud-ouest de Montréal events held each month. Please see primary marketing activity for more details.

September - \$20200 - sales generated based on 368 (\$50) dinners and 90 (\$20) sales from the bar. Col Roulé will continue to attend the Atwater Market each Saturday distributing business cards and inviting people to the bistro for dinner. Redemption of 6 - \$50 vouchers from Atwater Market Raffles out of the total of 12 distributed.

October - \$25500 - sales generated based on 462 (\$50) dinners and 120 (\$20) sales from the bar. Col Roulé will continue to attend the Atwater Market each Saturday distributing business cards and inviting people to the bistro for dinner. They will also attend the d'industrie du sud-ouest de Montréal community networking event. Awareness campaign has been in market for 4 months creating buzz with local residents. Redemption of 6 - \$50 vouchers from Atwater Market Raffles out of the total of 16 distributed (12 now redeemed).

November - \$30900 - sales generated based on 560 (\$50) dinners and 145 (\$20) sales from the bar. Col Roulé will continue to attend the Atwater Market each Saturday distributing business cards and inviting people to the bistro for dinner.. Col Roulé attends the d'industrie du sud-ouest de Montréal and Chambre de commerce holiday events inviting people back to the bistro. Twitter activity picks up with Col Roulé starting to retweet the Craft breweries holiday events which are then retweeted by locals and the breweries. Increase reflects these marketing activities and the approaching holiday season's upward trend in overall restaurant sales.

December - \$37110 - sales generated based on 655 (\$50) dinners and 218 (\$20) sales from the bar. Col Roulé will continue to attend the Atwater Market each Saturday distributing business cards and inviting people to the bistro for dinner. Col Roulé hosts a local agency's Christmas party and offers a holiday drink special from 6 - 8 for two weeks in December using Twitter to promote the event with pictures of customers at the bistro. Redemption of 4 - \$50 vouchers from Atwater Market Raffle.

Cash flow

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Income Statement

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