BUSINESS PLAN

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1. Executive Summery

This is a business plan proposal for the establishment of cafe having the name “Sheger café” in Addis Ababa. The name Sheger is an Amharic word meaning "the center of the old and the new generation artistic, social and urban life style”. This profile envisages the establishment of a cafe for the delivery of cafeteria services. The present demand for the proposed service delivery is estimated from different perspective and it expected to decline after five year of its operation but through diversifying the customer service approach I intend to handle the existing customers along with attracting new customers. The cafe will expect to create employment opportunities for 14 persons. The total investment requirement is estimated at about Birr 344,360 and out of which Birr 245,000 is required for furniture and kitchen equipment. From the total cost investment 20% covered by Owens capital the rest 80% will borrow money from Bank of Abyssinia.

Sheger café will measure its financial success in terms of increases in earnings and sustainability. The keys to our success will be the ability to offer quality gourmet coffees, cost saving measures, and a reliance on an outstanding professional, compassionate and committed staff. In order to achieve these goals, the café will offer some the area’s finest gourmet coffees from local distributors. The café will enjoy larger profit margins in the form of lower overhead. The cafe will offer salaries according to collective agreements. In turn the staff will be trained to cross-sell and promote healthy food choices while still having the ability for customer choice products and menu items.

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2. Environmental and Industry Analysis

In Addis, the industry is quite large, for example in Piassa there are many cafeterias, we can found cafeterias in average almost 50 meter apart but around sadist kilo there are a few cafeterias.

This industry is booming at the present time, there is a trend toward small cozy places and away from the large generic chain. The cafeteria business does not show signs of slowing down. With new innovations such as flavorings and additives, it should continue for some time.

Shegers’ customers will be attracted by service in addition to this they may be attracting through standardize customer approach, building, chairs, tables, glasses and strategic placement.

The restaurants and cafes that make up the community of establishments in the area surrounding. Their concepts range from typical fast food/chain venues to expensive fine dining establishments. However, the predominating nature of the immediately surrounding restaurants and cafeteria is casual/upscale.

Of the few cafeterias in the area, some are large chain with a very expensive product, others are really home style cafeterias, the last one, and competitors are a traditional store with a "tea room".

A restaurant/coffee house would provide one of the best food and beverage opportunities for more than 30,000 per month and adjacent neighborhoods.

3. Background of The Business And Justification For The Business

Sheger café is a new café partnership with an expected to open in June, 2021 G.C at the heart of Addis Ababa, and expected to give a standardize café service in Addis Ababa. Sheger will specialize in Fast foods, Dinners, Coffee, Tea, Cappuccino, Frozen, Ice-cream, homemade cookies and other related activities.

In Addis Ababa there are many cafe that give services to their customers but they cannot still satisfy the need and want of the customer in terms of both quality and quantity. In order to maximize customer satisfaction so that Sheger decide to open a café in Addis Ababa city. Sheger target customers are intellectuals, artists, and writers with reserved VIP seats, and students, couples, families and foreigners. Sheger café expected to serve this area well.

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This plan offers financial institutions an opportunity to review my vision and strategic focus. It also provides a step-by-step plan for the business start- up, establishing favorable sales number, gross margin and profitability.

Establishing this cafe has beneficiary in maximizing the wellbeing of the society from different perspective. Some of them are,

- Increase the income of the owner
- It create employment opportunity
- It satisfy the need of the customer (quality and quantity) within a reasonable price
- It provide better place for younger's in spending their time.
- It contributes for the development of the surrounding area.

- Increasing government revenue through taxation (Business profit tax and VAT).

In general these business increases the welfare of society and this business does not result any environmental pollution, since it have very low by- product and if any (is use as food for cattle's especially for pig farms).

3.1. Objectives of the Business

Sheger café primary goals over the next year are:

- Renovate our space in Addis Ababa, Sidist kilo.
- Acquire equipment necessary for business, i.e. coffee pots, cappuccino machines, blenders, etc.
- Make agreement with the supplier of Sheger café raw material and bakery vendors.
- Create a cozy, artist friendly environment (i.e. choice of colors, choice of music, decor)
- Open for business and become the most popular café in the area.
- Expand our business in different in area of the country
- Targeting and maintaining a net profit of at least 14 % by the second year.

To generate monthly sales to reach Birr 15,000 by the end of forth month of operation, and Birr 30,000 monthly by the end of the first year of operation. Sheger café use different attractive methods to get more customers over time. For instance we provide less price compare to the another cafeterias and we also provide some entertainment activities for the customers like showing DSTV, free Wi-Fi, inviting music bands for special days like Valentine 's Day and there will also be candle night on Sunday. This plan includes chapters on the company, products and services, market focus, action plans and forecasts, management team and financial plan.

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3.2. Vision and Mission

Sheger cafe will become the foremost coffee shop in the area. We will serve a perfect product at a very reasonable price. We will also be a meeting place for every individual that want to use cafeteria service. Sheger cafe will create an atmosphere conducive to creative expression and promote the creative process.

The cafe's aim is simple. It will provide a completely sophisticated, sensual, yet casual dining and/or coffee house experience for the many Addis people and visitors who frequent the city's casual dining spots and entertainment venues.

Sheger cafe aim to be able to employ several full time members of staff and build up a team so that the partners can be clear of routine tasks and consenter on day to day activities like meeting customer, supervising the cafeteria, holding extensive promotion activity and so on which help the business to develop well.

3.3. Keys to Success

The keys to success in this business are:

- **Product quality**: Food, coffee-based beverages, and entertainment are our products. They must be of the high quality and value.
- **Service**: Sheger cafe patrons are paying to have a good time. Their experience will suffer if service is not of the highest caliber. Each member of the staff will be courteous, efficient, and attentive.
- **Marketing**: Sheger cafe will need to target our audience early and often. While the business is located in a central and accessible location, many people will have to be reintroduced to the neighborhood.
- **Management**: Sheger cafe will need to have a firm grasp on food, beverage, and labor costs. The dining/entertainment/coffeehouse experience must be delivered in a fashion that will not only inspire repeat business, but encourage word-of-mouth recommendations to others. Proper inventory, employee management, and quality control is key.
- **The greatest locations** - visibility, high traffic pattern, convenient access.
- **The finest reputation** - word-of-mouth advertising, promotion of our community mission of charitable giving.

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3.4. Location

Sheger café Located in the heart of Addis, while its location near many longstanding restaurants and cafeteria would seem to offer considerable overflow, the café is easily seen from the street and parking is at a premium. Its concept has received very favorable press in Sidist kilo.

3.5. Legal Form and Agreements

The cafe will be partnership. When it is developed into a certain large scale, it will be switched to share company which can help to cafeteria to develop.

The following agreements hold for all partners involved in the venture:

- In case one partner wants to part ways from the company he or she must inform the company one month ahead of time
- All company secrets should be protected by all members of the organization
- Salaries of employees would be paid when revenues of the organization exceed 50% of first months cost
- Dissolving of partnership is allowed if the venture has returned the costs involved ahead of the six month.

3.6. Organizational Structure

Sheger cafe organizational structure will be a simple pyramid style with the owners putting in as much work as the employees. An additional manager (to be hired) will assist in maintaining and reviewing operations of the restaurant and the entertainment venue/bar.

A chef (to be hired) will manage kitchen operations and be crucial to maintaining food inventory stability and assistance in menu development.

An assistant manager/senior server (to be hired) who will be a salaried employee will provide regular table service as well as assistance to the manager and the general manager. A sous-chef/line cook (to be hired) will perform secondary management functions in the kitchen as well as provide assistance to the chef in main kitchen/cooking functions.

Part-time personnel will be hired to handle bartending, serving, and dishwashing functions. The marketing and accounting function will be handled by independent contractors/consultants.

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4. Management Summary

The personnel plan calls for hiring 14 full-time salaried employees at start-up. Any additional hires will be part time and devoted to the expansion of any catering function, as well as increased capacity/operation of a private party function.

Archive: This is the most basic thing. It contains personal profile, quitting time, the reason for the leaving where did they go and what they are doing now. It is very important to record their contact method and let the managers to communicate with them periodically so that they could be used in the future when the cafeteria is developing. This can help to decrease HR cost and they could be taken as the HR reserve.

Performance: For the employees who is in charge of ordering food. The cafeteria will reward them based on their sales performance and they can get commission on different dishes they sell.

Employee salaries are as follows:

No. Sr.	Manpower	No.	Monthly Salary (Birr)	Annual Salary (Birr)
1	General manager	1	3,500	42,000
2	Chief	1	1,500	18,000
3	Line cook	2	1,200	28,800
4	Waiter	6	1,700	12,2400
5	Dishwashers/Bussers	3	1,500	54,000
6	Guards	1	1,500	18,000
Sub total		14	23,600	28,3200
Benefits (10% basic salary)			2,360	28,320
Total			25,960	311,520

5. Description of the Business Idea (Product/Service)

Sheger cafe primary offering is gourmet roasted coffees with such varieties such as mocha, caramel, white mocha, latte, brewed coffee and other cold beverages. Complementing the coffee will be a smoothie line including wild berry, strawberry, peach, mango and lemonade. Rounding out the simple menu line will be pastries obtained from our restaurant service and bakery, freshly made and delivered daily. The pastry offerings may vary seasonally, but the primary line will include muffins, breads, cookies, scones and rolls. There will be a quick breakfast offerings of egg muffins, bagels with cream cheese, toasted breads. A light lunch menu consisting of soups and sandwich bar, providing simple fresh made salads and sandwiches.

5.1. Key Features of the Products and Services

All drinks will be made with filtered water and the highest quality ingredients can get. Frozen drinks will have caramel or chocolate syrup drizzled in the glass and over the drink. Cappuccino will have whipped cream toppings as well as the option for candy sprinkles. Cookies will have the option of a chocolate or caramel dip and sprinkles. Also offer designer flavored cream and

five kinds of sweetener, i.e. sugar, honey, Equal, Splenda, and Sweet-n-Low. Cream and sweetener is at no extra charge. Furthermore, the fast foods includes chips, cookies, Burger, pizza, Mushebek, Baklaba, Halawa, Fetera, and dinner include Kitffo, Key Wott, Minchet.

5.2. Production of Products and Services

Sheger cafe will use only filtered water and will brew our coffee in commercial coffeepots that will be thoroughly cleaned between uses. Sheger cafe will bake and cook cookies, brownies, fast foods and dinner in our own on-site oven from proven recipes, daily.

5.3. Future Products and Services

Within the next three to five years we expect to branch out into catering and offer homemade pies, whole or by the slice.

5.4. Comparative Advantages in Production

Sheger cafe low overhead and cheaper pricing will be the key to Sheger success. Sheger cafe will position itself as unique cafeteria where its customers can not only enjoy a cup of perfectly brewed coffee but also spend their time in an ambient environment. Comfortable sofas and chairs, dimmed light and quiet relaxing music will help the customers to relax from the daily stresses and will differentiate Sheger cafeteria from current competitors.

6. Market and Marketing Plan

Sheger café locations will provide a quiet and relaxing environment to enjoy gourmet roasted coffee and smoothies and an opportunity to visit with friends, family, and employees, provide comfort, or just a meeting place. They will also be a place to get a nourishing breakfast, lunch, and dinner, or just a beverage.

The staff will be extremely knowledgeable and offer assistance in any purchase while simultaneously providing customers with outstanding service. Marketing of the new model will include internal websites, flyers, and newsletters as well as public or media announcements, it will provide details of the new model, as well as employee staffing, the advertising will provide details of the reasons for continuing as a public service the merging of retail food services, and food and nutritional services, cost savings associated with the combination of the two departments into one, and explanations of reducing duplication of food preparations, lower food and supply cost as well as a more efficient system of food producing, staffing and managerial expenses and fees, the elimination of franchise, advertising which will reduce

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expenses and produce cost saving measure that will provide a break-even or possible profitable financial and sustainable system.

6.1. Industry Analysis

Size of the Industry

In Addis, the industry is quite large, for example in Piassa there are many cafeterias, we can found cafeterias in average almost 50 meter apart but around sadist kilo there are a few cafeterias.

Key Industry Trends

This industry is booming at the present time, there is a trend toward small cozy places and away from the large generic chain. The cafeteria business does not show signs of slowing down. With new innovations such as flavorings and additives, it should continue for some time.

Sheger Cafe customers will be attracted by service in addition to this they may be attracting through standardize customer approach, building, chairs, tables, glasses and strategic placement. The restaurants and cafes that make up the community of establishments in the area surrounding. Their concepts range from typical fast food/chain venues to expensive fine dining establishments. However, the predominating nature of the immediately surrounding restaurants and cafeteria is casual/upscale.

6.2. Description of Key Competitors

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Of the few cafeterias in the area, some are large chain with a very expensive product, others are really home style cafeterias, the last one, and competitors are a traditional store with a "tea room".

Sheger Cafe Located in the heart of Addis, while its location near many longstanding restaurants and cafeteria would seem to offer considerable overflow, the café is easily seen from the street and parking is at a premium. Its concept has received very favorable press in Sidist kilo.

Analysis of Competitive Position

None of these establishments features a coffeehouse atmosphere or live or recorded evening entertainment. Relative to the location of these establishments, the center of town is centrally geographically located. Its location will easily allow for passengers from those who came

others area. Shegers pricing strategy and comfortable atmosphere will be the key to our success. None of the other cafeteria in the area can offer this.

Competitive Edge

Sheger Cafe will position itself as unique cafeteria where its customers can not only enjoy a cup of perfectly brewed coffee but also spend their time in an ambient environment. Comfortable sofas and chairs, dimmed light and quiet relaxing music will help the customers to relax from the daily stresses and will differentiate Sheger cafeteria from current competitors.

6.3. Marketing Survey

Addis Ababa is experiencing a trend toward the creation of evening dining/entertainment venues. They are popular and gaining more recognition. Evidence of this is found in local news and magazine coverage. These venues are finding new homes in the areas close to and/or adjacent to downtown.

6.4. Target Customer

One of Sheger Cafe target customers are artists, teachers and writers who need a nice quite cozy place to think and do their work with reserved VIP seats and for commons and foreigners. The other target customer of Sheger Cafe is couples that want to recreate themselves.

Sheger Cafe strategy is based upon targeting and serving:

- The typical Addis Ababa in town resident. This urban professional works long hours and has relatively little time to cook at home. She/he has an active social life and spends a substantial amount of disposable income maintaining it.
- The many businesses which regularly use restaurant dining as a function of conducting business.

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6.5. Market Segmentation

A restaurant/coffee house would provide one of the best food and beverage opportunities for more than 30,000 per month and adjacent neighborhoods.

POTENTIAL CUSTOMERS	GROWTH	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5
A.A AREA RESIDENTS	4.00%	1,568	2,725	5,798	7,878	12,066

HOTEL/CONVENTION	6%	2,100	3,915	4,452	5,820	6,143
DOWNTOWN WORKERS	10.6%	3,350	8,020	10,624	11,349	10,419
TOTAL/AVERAGE	6.6%	147,018	165,660	186,874	211,047	238,628

6.6. Business Demand

Estimated demand levels based on Central Statistics Agency household income, consumption, and expenditure surveys as well as based on a sample survey undertaken using observation of the current demand for existing cafés and restaurant beside the population size.

The demand for the service is directly related with the growth of the population and income of the society. Taking this in to consideration annual average growth of 6.6% is applied to forecast the future demand then it expected to decline after its maturity over the 5 year period. But through diversifying the service that provided to the customers, the café will able to maintain keeping its customers.

6.7. SWOT Analysis

The analysis examines the strengths and weaknesses that need to be addressed. Further, this section examines the opportunities presented to us as well as potential threats.

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Strengths

- The fact that it is not a franchise or managed by third party contractors, Sheger café and restaurants is a unique coffee shop concept unlike any other franchise business.
- Elimination of Franchise fees Royalty fees and advertising levies.
- The owner and manager will have firsthand experience, in operating in both retail foods as well as patient food services, having an internal management system eliminates expensive management fees from third party contractors.
- Often have interesting alternative dishes on the menu and designer décor. The evening atmosphere is also so attractive and suitable for customers.

Weaknesses

- Even if there is widely varying standards of food and service, they are often expensive which does not consider the buying capacity of the customers.
- Sheger café has a minimal budget but will not need to compete for market share. Prices of menu items have to be with in customer range considering majority are students, employees, pricing must be low enough for students to enjoy the service daily, as well as provide enough revenues to break even.

Opportunities

- Sheger café demographics support the need for a unique coffee shop.
- Additional opportunities to provide a call in order delivery service to provide better service, and increase sales opportunities.
- A small slice of a much bigger pie is the goal. Only 40 percent of the nation's coffee drinkers are consuming premium ground and whole bean coffee. Encouraging coffee drinkers to become coffee connoisseurs is the key to continued growth. The cafe can also benefit in the call in takeout services to increase revenue and customer service opportunities.

Threats

- Not having the right coffee blends, over pricing.
- Not having proper management (simply profit-driven management with no vested interest in the Healthcare system), and monitoring systems.
- Not providing customers with their choice of food items or restricting choice offerings to specific nutritional specifications.
- Quality of service, not having seasoned professional staffing with interest in longevity employment opportunities.

6.8. Marketing Plan Summary

6.8.1. Sales Strategy

- Establish coffee service at local businesses
- Sell gift cards, frequency cards, pre-paid cards, and offer discounts to key groups
- Create an ongoing sampling program
- Conduct a consistent, aggressive marketing program
- Be an active member of the community; be visible at charitable functions

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- Solicit customer feedback to constantly improve and streamline our operation
- Staff salaries that are 10% above the industry average in order to attract the best people
- Hiring for attitude so that Sheger Cafe always have a friendly, enthusiastic staff to make customers feel welcome and appreciated; constant staff training to assure the best quality possible
- To reduce customer waiting time, and create efficient product ordering
- Create a mobile kiosk to take Dark Roast Java into the community at special events, farmer's markets, art shows, etc.

6.8.2. Pricing Strategy

Food, drinks, and entertainment options are priced to give us an attractive margin while at the same time offering value to the consumer. Sheger Cafe want repeat business. And also want the experience to remain fresh. Within lies why the food, beverages, and musical/entertainment programming will be relatively flexible.

Comparing with other competitive cafeterias we will provide fewer prices to our customers. Sheger Cafe will offer two sizes of drinks, small Birr 4.00 and large Birr 7.00. Our cookies and brownies will sell for Birr 12.00 each.

6.8.3. Promotion Strategy

The first step that Sheger Cafe take in promoting our cafeteria is conducting an opening ceremony. On this ceremony different well known peoples will be invited and some part of the customers will also be invited. Also invite our neighbors to have a good public relationship.

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Intend to advertise in the local newspapers and offer a "frequent drinkers club" discount to our best customers. We will also send out advertise through direct mail, which will include cents off coupons.

Sheger Cafe will promote our company name and label almost more than the product itself, because to be successful besides have to stand for brand-name integrity, excellent menu offerings, and first class entertainment and fun.

Sheger Cafe will have Happy Hour, price reduction for special days, like holidays, Valentine's Day. As well as provide special Torta cake for those of who celebrate their birthday parties in our cafeteria with low price.

One thousand one hundred sixty flayers will be distributed in the adjacent neighborhood, on the University campus, at the malls and in the selected office buildings within two weeks prior to the opening of Sheger cafeteria. Subsequently, free postcards with Sheger Cafe endorsement will be printed to increase the company visibility among the patrons

7. Financial Plan

Sheger Cafe want to finance growth mainly through cash flow. Sheger Cafe recognize that this means we will have to grow more slowly than we might like. The most important indicator in Sheger Cafe inventory turnover. And have to make sure that food inventory turnover stays at approximately four turns per month. Sheger Cafe do not want to let average collection days get above 45 under any circumstances. This could cause a serious problem with cash flow, because our working capital situation is tight. Most credit sales will be via credit and debit cards. Also do have plans to initiate direct billing for law firms and other businesses conducting regular visits. Sheger Cafe must target a net profit of 14% at the least, and hold marketing costs to no more than one to three percent of gross sales.

7.1. The Start-Up Expenses

- LEGAL expenses for obtaining licenses and permits as well as the accounting services totaling Birr3,000
- Marketing promotion expenses for the grand opening of Java Culture in the amount of Birr3,000 and as well as flyer printing (1160 flyers at Birr0.50 per copy) for the total amount of Birr3,580.
- Consultant's fees of Birr3, 000 paid to ABC Espresso Services for the help with setting up the coffee bar.
- Insurance (general liability, workers' compensation and property casualty) coverage at a total premium of Birr2, 400.
- Pre-paid rent expenses for one month total amount of Birr 20,400.
- Premises remodeling in the amount of Birr10, 000.
- Other start-up expenses including stationery (Birr800) and phone and utility deposits (Birr 3,500).

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7.2. Important Assumptions

The financial plan depends on important assumptions, most of which are shown in the following table. The key underlying assumptions are:

- Assume a slow-growth economy, without major recession.
- Assume of course that there are no unforeseen changes in technology to make equipment immediately obsolete.

7.3. Sales Projection

The most important indicators in our case are daily seating "counts" and weekly sales numbers. Also make sure that we are turning our inventory rapidly so as to avoid food spoilage. Our project to perform at five years projects .from those out of which one would be a small scale and others would be of an intermediate implementation. The source of sales would be the fees for the feasibility studies.

7.4. Income Projection

Income from	1st year	2nd year	3rd year	4th year	5th year
Hot drinks & Beverages	121875	148125	183900	202650	223462
Cakes & cookies	121875	148125	183900	202650	223462
Fast foods	243750	296250	367800	405300	446926
Lunch & Dinner	162500	197500	245200	270200	297950
Total income	650,000	790,000	980,800	1,080,800	1,191,800

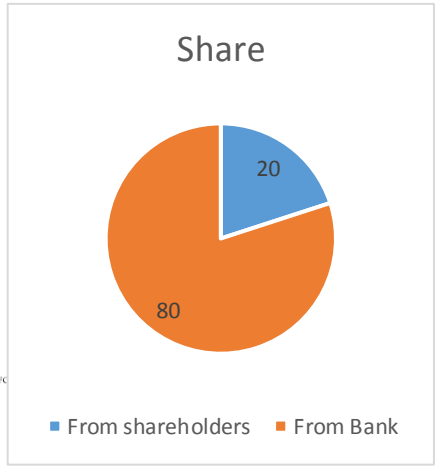
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7.5. Cash Requirement

The business at least needs 344,360.00 birr for business establishment, commencement of operations and liquidity support.

The shareholders will have equal share and business are obtained in two ways.

- From shareholders 20%
- From Bank 80%



7.6. Source of Financing

The finance for this business would be obtained from shareholders and banks. From bank Sheger Cafe provide the start up cash of 275,485.00 birr it have interest from bank. Each members of the company should buy share by 11,478.60. Hard work is expected from us to be successful in competition and to return birr taken from the bank with interest.

7.7. Costs reduction Measures

- Reductions in paper supplies cost
- Elimination contracted management fees
- Operating equipment cost and repair
- Elimination of duplication of menu production
- Efficiently in staffing
- Reduction in whole sale supplies and food purchase due to larger purchasing contracts.
- Reduction in food preparation cost
- Reductions Electricity cost
- Efficiencies would be realized in many areas, food production, wash wares, purchases, staffing
- Many more

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