



# Capstone Project Presentation

Presentation by Julian Ocampo

Biscuits Artisan Bakery is a bakery and a coffee shop that sales high-quality baked products from certified purveyors, organic based beverages made in house, and some delicatessen products and pastry products made in house, everything in an ambient of open service and familiarity with our customers, the service all of our products are going to be made in front of the costumer eyes in an open barista station and a sandwich station that has going to include the oven area, showing the freshness of product by first hand.





We are going to search the way to be unique through two characteristics

- service quality, with a fast phase, friendliness and familiarity.
- High quality products, based on the best baking products provides by local brands. Our barista station with a variety of Latin American coffees.





# Capstone Project Presentation

## INTRODUCTION AND CONCEPT

Deco of the store is going to be based on simplicity, making an abstraction.

Commonly used materials in classical patisseries and coffee shops:

- Glass.
- fine wood
- Copper
- Steel

Furniture is going to use raw materials without color painting or deco details.

Big format photos are going to be used as posters as a matter to connect the human process behind the products.

- pastry chefs
- Bakers
- Baristas
- coffee producers
- utensils and finished products





# Capstone Project Presentation

## INTRODUCTION AND CONCEPT

Location: 1280 Commercial Drive, Vancouver, BC

Hours: Monday to Saturday 8:00 am to 7:00 pm

Sundays 8:00 am to 2:00 pm





Biscuit Artisan Bakery is owned by a partnership made up by the Ocampo marriage, Julian Ocampo and Catalina Martinez.

- Julian Ocampo is a Chef and a trained barista with more than 8 years of experience in restaurant business and management and a certified Barista.
- Catalina Martinez, is an Industrial engineer with more than 12 years of experience in organizational and Financial management, human resources, and organizational management.





# Capstone Project Presentation

## MENU AND STANDARD RECIPE

### Artisan Sandwiches

All our sandwiches come with a house salad and crispy-baked potatoe wedges.

- |   |           |
|---|-----------|
| <b>Tuna Melted</b>  | <b>12</b> |
| tuna on mayo, onion, fresh tomatoes, letucce and potatoe chips.   |           |
| <b>BLT</b>  | <b>8</b>  |
| Classic recipe. Artisan mapple bacon, tomatoe and lettuce.        |           |
| <b>Woodie's Pastrami</b>  | <b>13</b> |
| Artisan Pastrami, swiss cheese and pickles.                       |           |
| <b>Goat Melted</b>  | <b>10</b> |
| goat and swiss cheese melted over spinach and nuts.               |           |
| <b>Fungi Fest</b>   | <b>9</b>  |
| Garlic Mushrooms, melted swiss cheese, letucce and garlic olives. |           |



## Menu





### Fresh Baked Bread

Baguette	6
Whole Wheat Baguette	6
Ciabatta	6
Focaccia	5
100% Butter Croissant	4
90% Butter Croissant	4
Ham and Cheese Croissant	6
Brioche	2



### Menu





### Savory Quiches

Quiches are versatile, make it an entree, adding the accompanying of a house salad for \$ 4.50

Bacon & Swiss Cheese	6
Goat Cheese Spinach	6
Salmon & Spinach	6
Cheese & Garlic Olives	7
Fungi	5



### Menu





### Pastries & Beverages

Almond Croissant	6
Chocolate Croissant	6
Chocolate Muffin	3
Blackberry Muffin	3
Lemon Tartalette	6
Raspberry tartalette	5
Apple Cinnamon Tart	5
Napoleon	5



### Menu





# Capstone Project Presentation

## MENU AND STANDARD RECIPE

Recipe Name: Sandwich, BLT

Original Total Yield: 1  
Portion Size: 1 und  
Number of Portions: 1

Equipment required: oven  
Preparation time: 20 min  
Cooking time: 20 min

10.00 Portions	25.00 Portions	Original Amount	Unit	Ingredient	Preparation Method
5.00	12.50	0.5	each	Baguette	
40.00	100.00	4.0	each	Bacon, slice	
700.00	1750.00	70.0	g	Iceberg Lettuce, shredded	
1200.00	3000.00	120.0	g	Mayonnaise	
1200.00	3000.00	120.0	g	Tomato, slice	
10.00	25.00	1.0	each	Salad home	
10.00	25.00	1.0	each	Potato wedges portion	

### Procedure:

Cut the Roll on half, reserve. Spread mayonnaise on the bottom and top of bread. Put the bacon, tomato and lettuce on . Take to oven on a tray at 375 F for 5 minutes. Take out, serve with a home salad and a potato wedges.





# Capstone Project Presentation

## MENU AND STANDARD RECIPE

Recipe Name: Blueberry Muffin

Original Total Yield: 1

Portion Size: 1

Number of Portions: 1

Equipment required: oven

Preparation time: 55 min

Cooking time: 25 min

10.00 Portions	25.00 Portions	Original Amount	Unit	Ingredient	Preparation Method
800.00	2000.00	80.00	gr	Batter Blueberry	baking
200.00	500.00	20.00	gr	Frozen Blueberry	baking

### ***Procedure:***

Thaw the Bater mix for 12 hours in the refrigarator before baking. Scoop the batter on a tray muffin tray with muffin liner, put the frozen blackberries on top. Baked them at 325 F for 25 minutes.

### ***Break down, clean up and storage instructions:***

Let the Muffins cool down for at least 15 minutes in the tray car. Put them in the bread showcase.





in Biscuits our expectations are high, the purchase process is one of our pillars and must be accomplish every aspect of the purchasing process.

we work with top quality ingredients and products from the best brands with a principal vendor, GFS, trying to make the ordering process more efficient.

Three kinds of inventory are going to ensure the correct par level

- daily inventory in meats and dairy
- Second a weekly inventory on every ingredient and product except convenience products
- monthly inventory in every item of the total purchase list.

Every purchase order or product notification must have a written proof it is prohibited to make verbal notifications or solicitudes to suppliers.





# Capstone Project Presentation

## INVENTORY AND PURCHASE SPECIFICATIONS

Each Ingredient has its own table of purchase specification and must be followed carefully, the quality depends on it.

### PRODUCT SPECIFICATION

Author: Julian Ocampo

Status: Date:

Approved 10/14/2016

Product name:	Cheese, Swiss
Intended use:	Quiches, Croissant, Sandwiches.
Names:	Swiss Cheese, Canadian Swiss Cheese.
Brand Name:	Black Diamond
	GFS
Form:	Shredded, grated.
Size Pack:	Kg.
Type packaging:	MAP.
Color:	White.





### Opening Inventories

Capital Equipment \$ 67.957,40

Furniture \$ 5.528,78

Smallware \$ 13.932,77

Food & Bev. \$ 2005.80





# Capstone Project Presentation

## COSTING AND MENU ENGINEERING

<b>Recipe Name: Quiche, Salmon &amp; spinach</b>					<b>Price on Menu: \$6.00</b>					
<b>Original Total Yield: UND 1.0</b>					<b>Budgeted Food Cost: 29.0%</b>					
<b>Portion Size: UND 1.0</b>					<b>Q-factor (for entrees only):</b>					
<b>Number of Portions: UND 1.0</b>										
<i>Ingredient</i>	<i>AP Pack Cost</i>	<i>Pack Size</i>	<i>Pack Unit</i>	<i>Unit Conversion (How many "EP Units" make up a "Pack Unit"?)</i>	<i>AP Price</i>	<i>Yield %</i>	<i>EP Price</i>	<i>Recipe Quantity</i>	<i>EP Unit</i>	<i>Item Cost</i>
Eggs	6.2	flat/12 und	each	12	\$0.51 / gr	100%	\$0.51 / gr	1.0	gr	\$0.51
Swiss Cheese, shredded	9.3	kg	kg	1000	\$0.01 / ml	100%	\$0.01 / ml	20.0	ml	\$0.19
Milk	4.8	4L	L	4000	\$0.00 / ml	100%	\$0.00 / ml	5.0	ml	\$0.01
Heavy cream	4.0	L	L	1000	\$0.00 / ml	100%	\$0.00 / ml	20.0	ml	\$0.08
Spinach baby, whole leaves	27.8	flat 20 lb	kg	9060	\$0.00 / gr	100%	\$0.00 / gr	2.0	gr	\$0.01
Smoked Salmon, slices	17.1	pack 2 lb	kg	906	\$0.02 / gr	100%	\$0.02 / gr	2.0	gr	\$0.04
Puff pastry	4.0	kg	kg	1000	\$0.00 / gr	100%	\$0.00 / gr	100.0	gr	\$0.40
Total Cost										\$1.23
Cost per portion										\$1.23
Cost per portion + Q-factor										\$1.23
Item's Food Cost Percent										20.4%
Suggested Selling Price at Budgeted Food Cost										\$4.23

Projected Food Cost Average: 25.9%





# Capstone Project Presentation

## COSTING AND MENU ENGINEERING

### *Biscuits Artisan Bakery*

*Menu Engineering Analysis: Sandwiches*

Menu Item	Number Sold Menu Mix	Menu Mix %	Food Cost	Menu Price	Item CM	Menu Costs	Menu Rev	Menu CM	CM Category	MM% Category	Menu Item Classific.
		# Sold total covers	(from cost sheets)	(from menu)	Menu Price-Food Cost	Food Cost X Number Sold	Menu Price X Number Sold	Item CM X Number Sold	Item CM < or > Average CM	Compare to MM% Popularity Rate	Stars, Dogs, Puzzles, or Plowhorses
Tuna Melted	122	19.6%	\$2.50	\$12.00	\$9.50	\$305.00	\$1,464.00	\$1,159.00	high	high	star
BLT	153	24.6%	\$3.61	\$13.00	\$9.39	\$552.33	\$1,989.00	\$1,436.67	high	high	star
Pastrami	132	21.3%	\$2.65	\$10.00	\$7.35	\$349.80	\$1,320.00	\$970.20	low	high	plowhorse
Goat Melted	89	14.3%	\$2.35	\$10.00	\$7.65	\$209.15	\$890.00	\$680.85	low	high	plowhorse
Fungi Fest	125	20.1%	\$2.89	\$9.00	\$6.11	\$361.25	\$1,125.00	\$763.75	low	high	plowhorse
	Total Number of Covers					Total Menu Food Cost	Total Menu Revenue	Menu Power Index			
Totals	621					\$1,777.53	\$6,788.00	\$5,010.47			

$$\text{Potential Food Cost \%} = \frac{\text{food cost}}{\text{food sales}} = 26.19\%$$

$$\text{Average Menu Contribution Margin} = \frac{\text{Menu Power Index}}{\text{Total Number of Covers}} = \$8.07$$

$$\text{Menu Mix \% Popularity Rate} = (100\% / \text{number of items}) \times 70\% = 14.00\%$$





# Capstone Project Presentation

## COSTING AND MENU ENGINEERING

### *Biscuits Artisan Bakery*

#### *Menu Engineering Analysis: Quiches*

Menu Item	Number Sold Menu Mix	Menu Mix %	Food Cost	Menu Price	Item CM	Menu Costs	Menu Rev	Menu CM	CM Category	MM% Category	Menu Item Classific.
		# Sold total covers	(from cost sheets)	(from menu)	Menu Price- Food Cost	Food Cost X Number Sold	Menu Price X Number Sold	Item CM X Number Sold	Item CM < or > Average CM	Compare to MM% Popularity Rate	Stars, Dogs, Puzzles, or Plowhorses
Bacon & Swiss	132	20.6%	\$1.25	\$7.00	\$5.75	\$165.00	\$924.00	\$759.00	high	high	star
Goat Chz Spin	135	21.1%	\$1.41	\$6.00	\$4.59	\$190.35	\$810.00	\$619.65	high	high	star
Salmon Spin	152	23.7%	\$1.23	\$6.00	\$4.77	\$186.96	\$912.00	\$725.04	high	high	star
Chz Garlic Oliv	93	14.5%	\$1.19	\$5.00	\$3.81	\$110.67	\$465.00	\$354.33	low	high	plowhorse
Fungi	129	20.1%	\$1.31	\$5.00	\$3.69	\$168.99	\$645.00	\$476.01	low	high	plowhorse
	Total Number of Covers					Total Menu Food Cost	Total Menu Revenue	Menu Power Index			
Totals	641					\$821.97	\$3,756.00	\$2,934.03			

$$\text{Potential Food Cost \%} = \frac{\text{food cost}}{\text{food sales}} = 21.88\%$$

$$\text{Average Menu Contribution Margin} = \frac{\text{Menu Power Index}}{\text{Total Number of Covers}} = \$4.58$$

$$\text{Menu Mix \% Popularity Rate} = (100\% / \text{number of items}) \times 70\% = 14.00\%$$





## COSTING AND MENU ENGINEERING

*Biscuits Artisan Bakery*

Menu Engineering Analysis: Breads

Menu Item	Number Sold Menu Mix	Menu Mix %	Food Cost	Menu Price	Item CM	Menu Costs	Menu Rev	Menu CM	CM Category	MM% Category	Menu Item Classification
		# Sold total covers	(from cost sheets)	(from menu)	Menu Price-Food Cost	Food Cost X Number Sold	Menu Price X Number Sold	Item CM X Number Sold	Item CM < or > Average CM	Compare to MM% Popularity Rate	Stars, Dog Puzzles, Plowhorse
Baguette	256	24.5%	\$1.28	\$6.00	\$4.72	\$327.68	\$1,536.00	\$1,208.32	high	high	star
WW baguette	112	10.7%	\$1.77	\$6.00	\$4.23	\$198.24	\$672.00	\$473.76	high	high	star
Ciabatta	57	5.5%	\$2.15	\$6.00	\$3.85	\$122.55	\$342.00	\$219.45	high	low	puzzle
Focaccia	63	6.0%	\$1.92	\$6.00	\$4.08	\$120.96	\$378.00	\$257.04	high	low	puzzle
Croissant 100	235	22.5%	\$0.81	\$3.00	\$2.19	\$190.35	\$705.00	\$514.65	low	high	plowhors
Croissant 90	123	11.8%	\$0.89	\$3.00	\$2.11	\$109.47	\$369.00	\$259.53	low	high	plowhors
H & C Croissant	134	12.8%	\$1.56	\$6.00	\$4.44	\$209.04	\$804.00	\$594.96	high	high	star
Brioche	63	6.0%	\$0.56	\$2.00	\$1.44	\$35.28	\$126.00	\$90.72	low	low	dog
	Total Number of Covers					Total Menu Food Cost	Total Menu Revenue	Menu Power Index			
Totals	1043					\$1,313.57	\$4,932.00	\$3,618.43			

$$\text{Potential Food Cost \%} = \frac{\text{food cost}}{\text{food sales}} = 26.63\%$$

$$\text{Average Menu Contribution Margin} = \frac{\text{Menu Power Index}}{\text{Total Number of Covers}} = \$3.47$$

$$\text{Menu Mix \% Popularity Rate} = (100\% / \text{number of items}) \times 70\% = 8.75\%$$





# Capstone Project Presentation

## COSTING AND MENU ENGINEERING

### *Biscuits Artisan Bakery*

*Menu Engineering Analysis: Pastries*

Menu Item	Number Sold Menu Mix	Menu Mix %	Food Cost	Menu Price	Item CM	Menu Costs	Menu Rev	Menu CM	CM Category	MM% Category	Menu Item Classific.
		# Sold total covers	(from cost sheets)	(from menu)	Menu Price-Food Cost	Food Cost X Number Sold	Menu Price X Number Sold	Item CM X Number Sold	Item CM < or > Average CM	Compare to MM% Popularity Rate	Stars, Dogs, Puzzles, or Plowhorses
Almond Croiss	85	16.7%	\$0.74	\$6.00	\$5.26	\$62.90	\$510.00	\$447.10	high	low	puzzle
Choc Croiss	243	47.8%	\$0.66	\$6.00	\$5.34	\$160.38	\$1,458.00	\$1,297.62	high	high	star
Choc Muffin	87	17.1%	\$0.80	\$3.00	\$2.20	\$69.60	\$261.00	\$191.40	low	low	dog
Blkbr Muffin	93	18.3%	\$0.81	\$3.00	\$2.19	\$75.33	\$279.00	\$203.67	low	high	plowhorse
	Total Number of Covers					Total Menu Food Cost	Total Menu Revenue	Menu Power Index			
Totals	508					\$368.21	\$2,508.00	\$2,139.79			

$$\text{Potential Food Cost \%} = \frac{\text{food cost}}{\text{food sales}} = 14.68\%$$

$$\text{Average Menu Contribution Margin} = \frac{\text{Menu Power Index}}{\text{Total Number of Covers}} = \$4.21$$

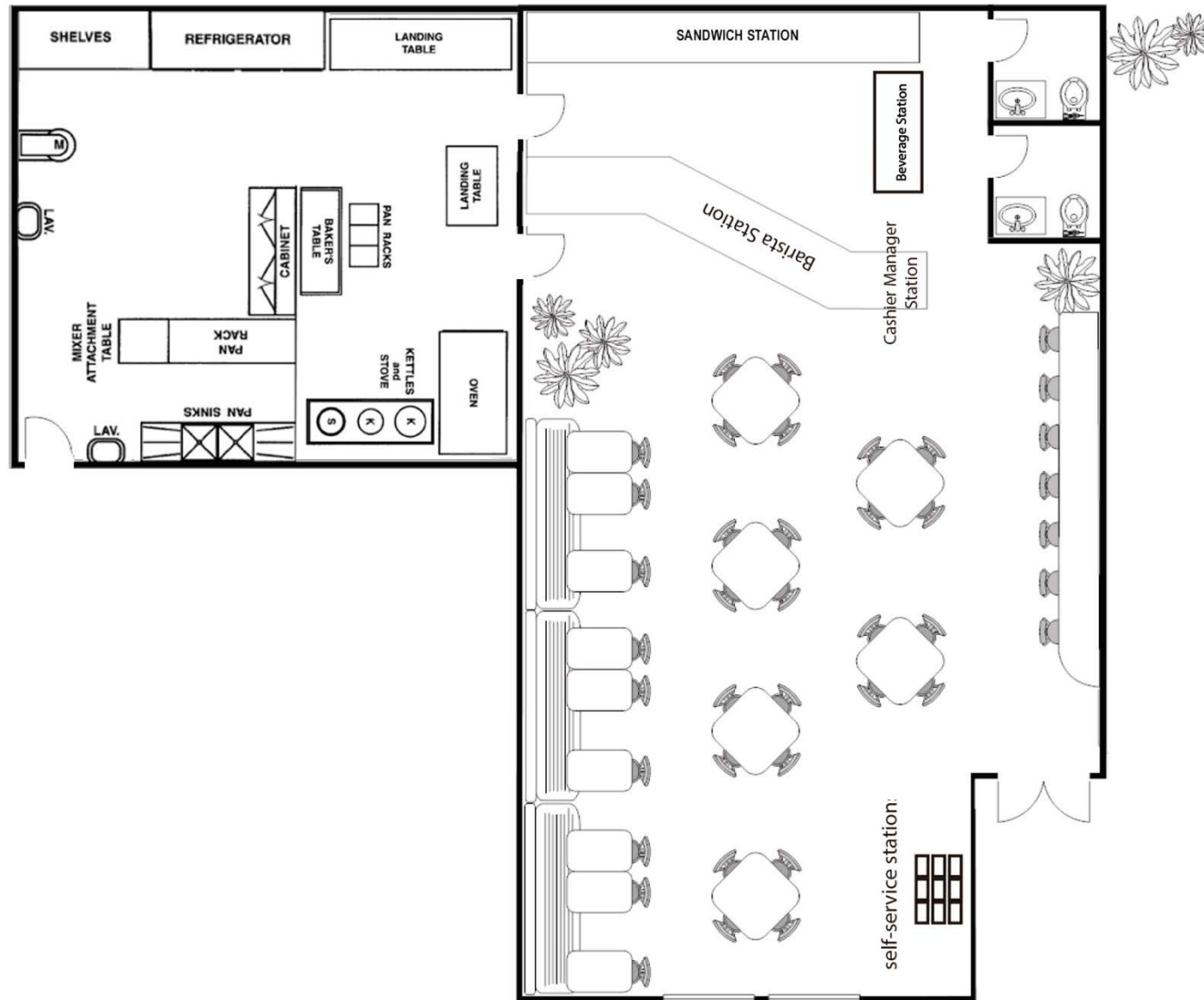
$$\text{Menu Mix \% Popularity Rate} = (100\% / \text{number of items}) \times 70\% = 17.50\%$$





# Capstone Project Presentation

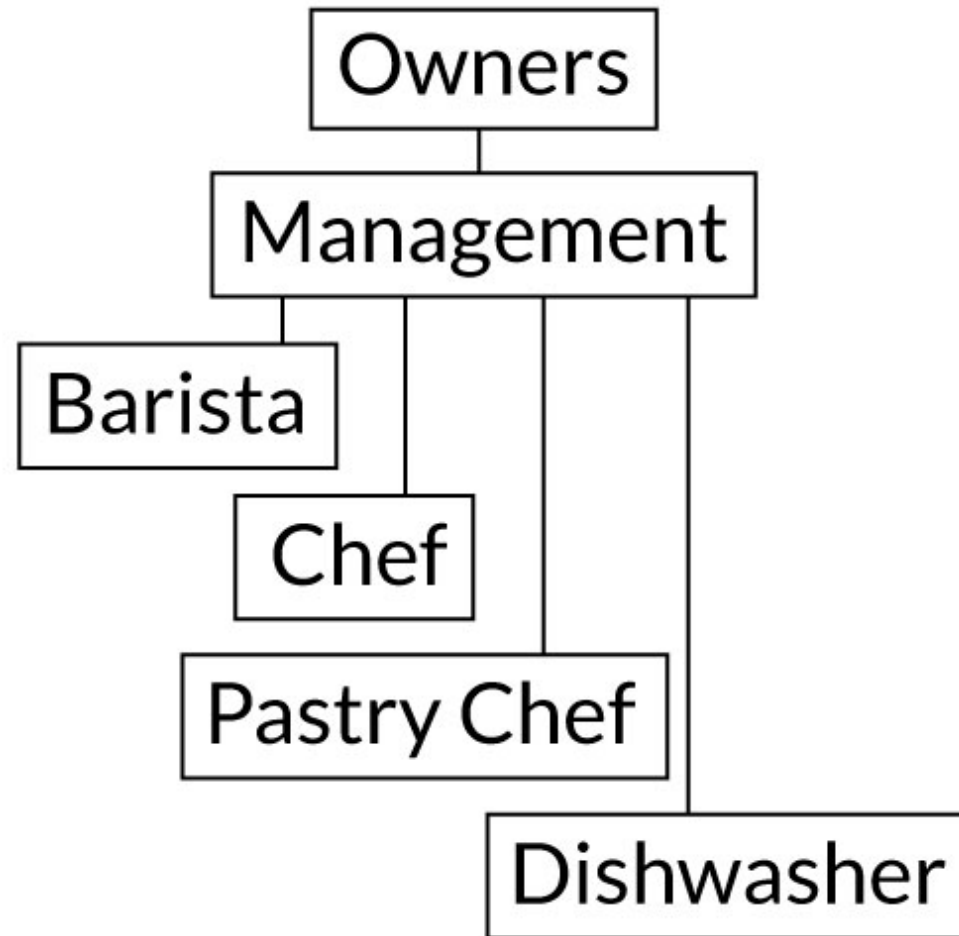
## PHISYCAL LAYOUT





# Capstone Project Presentation

HHRR





## WAGE ANALISYS

Position	Wage Rate	Minumun Wage	Maximun Wage
Manager	18	17	21
Barista	12	11.75	12.5
Cook	13	12.5	14
dishwasher	12.5	11.75	13





# Capstone Project Presentation

HHRR

## Manager.

The manager of the Biscuits bakery is responsible for leading the team and operations efficiently and profitably in the shop. He or she is responsible for managing the day-to-day store operations, maintaining the standards, fostering the positive environment that delivers consistent, fast, efficient and friendly service and assuring the quality of the experience for our customers and our team associates. The manager is responsible for creates the tone and personality of the store, owner of the training tools, encouraging and empower team, and demonstrated commitment to the objectives and principles of the company.

## Cook.

The Line Cook is responsible for overseeing the sandwich and the quiches preparation and service, planning the Mise en Place for the sandwich station with enough amount of each product, be able to count product and make inventories, must work under the direction manager and in collaboration with the dishwasher and barista. Should be well organized and able to work under pressure.

## Dishwasher.

The clean clerk is responsible maintaining all the facilities, equipment, utensils used in the operation of the bakery. He or she have to be ready to deliver clean services to any area of the bakery if the manager assign and request.

## Barista

The barista is responsible for serving all products with friendly, individualized attention towards each customer. He/she is also responsible for educating customers about our premium coffees and teas. The barista fulfils any other duties the store manager, assistant manager or shift supervisor assigns and represents the company in a professional manner.





# Capstone Project Presentation

HHRR

## WEEKLY SCHEDULE EXAMPLE

	mon	tue	wed	thu	fri	sat	sun
owner 1	6 to 14 bar	6 to 14	6 to 14	6 to 14	6 to 14	off	off
owner 2	14 to 20	14 to 20	14 to 20	14 to 20	14 to 20	off	off
Manager	off	off	off	off	13 to 20	7 to 15	7 to 15
barista 1	off	8 to 13	8 to 14	8 to 13	8 to 14	8 to 13	8 to 14
barista 2	13 to 19	13 to 19	14 to 19	13 to 19	14 to 19	13 to 19	off
cook 1	off	9 to 15	7 to 13	7 to 13	7 to 13	7 to 13	7 to 13
cook 2	9 to 15	off	13 to 19	13 to 19	13 to 19	13 to 19	7 to 13
pastry	6 to 12	6 to 12	6 to 12	6 to 12	6 to 12	6 to 12	off
dishwasher	11 to 14/16 to 19	12 to 14/16 to 19	13 to 14/16 to 19	14 to 14/16 to 19	15 to 14/16 to 19	16 to 14/16 to 19	off





# Capstone Project Presentation

MARKETING

Commercial Drive is a mixed residential-commercial area with a high proportion of restaurants, businesses, and public housing. The area has low property prices compared to the westside of Vancouver, yet has good city services and is a local transit hub. It has been the destination for generations of immigrants to Vancouver and has significant Italian, Asian, Latin America, East Indian, and African communities.

The area is home to an active street festival culture; notable annual events include the Vancouver Dyke March in August and the Parade of the Lost Souls in October.

Biscuits is located in front of the Grandview Park and at no more than one block from the Britannia Community Services Centre, the VPL Britannia branch, the Canucks Family Education Centre, along other important locations of the Commercial drive area.

Biscuits is located over the east margin of the Commercial drive, a drive with two special lanes and a recognized drive of the city, two blocks away from the 1<sup>st</sup> East Avenue, a four-lane avenue, two blocks away from Clark drive, another four lane street with high volume of traffic, another street to name is Venables, this street connects the area via Prior street, with the BC Place stadium and the Roger arena in less than 5 minutes driving. We also should mention that the Commercial- Broadway skyline station, that move a considerable amount of the Vancouverites each day, it is located less than 1 mile away.





# Capstone Project Presentation

MARKETING

Total Population – (2011 Census – Census Tracts)					
		Commercial Drive + surrounding <sup>(1)</sup>	G-W <sup>(2)</sup>	City <sup>(3)</sup>	
	Population 2	8,085	27,305	603,500	
	Population 2006 <sup>(4)</sup>	8,380	28,205	578,040	
Age (2011 Census: Commercial Drive specific DAs, Local Area +					
	Age	Commercial Drive #	Commercial Drive %	G-W	City
	0 -19	1,115	15%	14%	17%
	20 – 29	1,480	20%	18%	17%
	30 – 44	2,515	34%	29%	25%
	45 – 64	1,790	24%	28%	28%
	65 – 84	505	7%	10%	11%
	85 +	55	1%	1%	2%





Biscuit will focus its marketing activities on reaching this niche, people that lives in the area, in the range of ages and adjusting its products to a proposal that can penetrate the market on the area. Furthermore, a research made on the area in 2014 shows that people consider coffee bars to be a convenient studying or meeting location, where they can read or meet with peers without the necessity to pay cover charges. For us, this will provide a unique possibility for building loyal clientele that cares on the premise that we are going to cater high quality food, specialty coffees and fair prices.





# Capstone Project Presentation

MARKETING

## COMPETITION

Cafeteria, is one of the most popular food business. Our goal is to be more focused in the fresh baked products and specialty coffees.

Nearby Biscuits, we have cafeterias that sell desserts, coffees, however, we don't have business competition in terms that we are providing freshly baked products at all times.

Biscuits Artisan bakery made a market study about the location, the area and competition from other companies with the same service. Below are the principal competitors:

- Continental Coffee
- Prado Café
- The Drive Coffee Bar

These 3 brands are our direct competition, they have some of the products but any of the competitors has a combine model with fresh baked products and pastries, this is our first advantage, we are new in the neighborhood providing customers with fresh baked bread.





# Capstone Project Presentation

MARKETING

## Marketing Strategy

We are planning to use a mix of media to advertise. The highest part of the budget is going to go to social and digital advertise. Using smartphone tools to deliver our messages.

We are planning to use 3 media:

- Public bench layouts in bench close to the bakery. We choose this media because is a practical, direct and cheap advertise media, we plan to use this media in the introduction cycle.
- Digital marketing and advertising using google ads and google analytics to advertise in search engine related actions of possible clients in the target market. This media will be with us in all parts of the life cycle.
- Text messaging to cellphones part of our data base of clients or related data base that we can buy or find making research and will be in our geographical area of action.





# Capstone Project Presentation

## FINANCIAL

<i>Preopening Balance</i>			
<i>Biscuits cafe</i>			
<i>May 9, 2017</i>			
ASSETS		LIABILITIES	
Cash	10000	Accounts payable	50000
Prepaid Rent	15000	Note payable	50000
Prepaid Insurance	2000		
Improvements/Remodeling	15000		
Permits and Licenses	2500		
Opening order	2805		
Equipment and furniture	73487		
Small ware	13933	Total Liabilities	100000
Marketing and Advertising	4500	OWNER'S EQUITY	
Prepaid labor	15450	Capital	55315
Prepaid utilities	640		
		Total Owner's Equity	55315
<b>Total Assets</b>	<b>155315</b>	<b>Total L + OE</b>	<b>155315</b>





# Capstone Project Presentation

## FINANCIAL

### Biscuits Artisan Bakery

#### Pro Forma Income Statement First Fiscal Year

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec		Total	%
<b>Sales</b>															
Food	48,950	57,890	49,560	52,433	57,892	61,548	62,589	59,893	53,264	49,865	53,255	51,230		658,369	85.0%
Beverage	7,343	8,684	7,434	7,865	8,684	9,232	9,388	8,984	7,990	7,480	7,988	7,685		98,755	15.0%
<b>Total Sales</b>	<b>56,293</b>	<b>66,574</b>	<b>56,994</b>	<b>60,298</b>	<b>66,576</b>	<b>70,780</b>	<b>71,977</b>	<b>68,877</b>	<b>61,254</b>	<b>57,345</b>	<b>61,243</b>	<b>58,915</b>		<b>757,124</b>	<b>100.0%</b>
<b>Cost of Sales</b>															
Food	14,881	18,062	14,769	15,835	17,599	18,711	19,027	17,848	16,192	15,558	16,190	15,574		200,245	26.4%
Beverage	2,063	2,440	2,089	2,210	2,440	2,594	2,638	2,524	2,245	2,102	2,245	2,159		27,750	28.1%
<b>Total Cost of Sales</b>	<b>16,944</b>	<b>20,502</b>	<b>16,858</b>	<b>18,045</b>	<b>20,039</b>	<b>21,305</b>	<b>21,665</b>	<b>20,373</b>	<b>18,437</b>	<b>17,660</b>	<b>18,434</b>	<b>17,733</b>		<b>227,995</b>	<b>30.1%</b>
<b>Gross Profit</b>	<b>39,348</b>	<b>46,072</b>	<b>40,136</b>	<b>42,253</b>	<b>46,536</b>	<b>49,475</b>	<b>50,312</b>	<b>48,504</b>	<b>42,816</b>	<b>39,685</b>	<b>42,809</b>	<b>41,181</b>		<b>529,129</b>	<b>69.9%</b>
<b>Operating Expenses</b>															
Salaries & Wages	13,785	16,302	13,956	14,765	16,303	17,332	17,625	16,866	14,999	14,042	14,997	14,427		185,400	24.5%
Direct Operating Expenses	3,209	3,795	3,249	3,437	3,795	4,034	4,103	3,926	3,491	3,269	3,491	3,358		43,156	5.7%
Music and Entertainment	113	133	114	121	133	142	144	138	123	115	122	118		1,514	0.2%
Marketing	1,070	1,265	1,083	1,146	1,265	1,345	1,368	1,309	1,164	1,090	1,164	1,119		14,385	1.9%
Utilities	1,914	2,263	1,938	2,050	2,264	2,407	2,447	2,342	2,083	1,950	2,082	2,003		25,742	3.4%
Repairs & Maintenance	844	999	855	904	999	1,062	1,080	1,033	919	860	919	884		11,357	1.5%
General & Administrative Expense	2,027	2,397	2,052	2,171	2,397	2,548	2,591	2,480	2,205	2,064	2,205	2,121		27,256	3.6%
<b>Total Operating Expenses</b>	<b>24,424</b>	<b>28,885</b>	<b>24,728</b>	<b>26,162</b>	<b>28,886</b>	<b>30,710</b>	<b>31,229</b>	<b>29,884</b>	<b>26,576</b>	<b>24,880</b>	<b>26,572</b>	<b>25,561</b>		<b>328,497</b>	<b>43.4%</b>
<b>Operating Profit</b>	<b>14,925</b>	<b>17,187</b>	<b>15,408</b>	<b>16,091</b>	<b>17,651</b>	<b>18,766</b>	<b>19,083</b>	<b>18,620</b>	<b>16,240</b>	<b>14,805</b>	<b>16,237</b>	<b>15,620</b>		<b>200,633</b>	<b>26.5%</b>
<b>Rent and Other Occupation Costs</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>	<b>4,292</b>		<b>51,500</b>	<b>5.5%</b>
<b>IBITDA</b>	<b>10,633</b>	<b>12,896</b>	<b>11,116</b>	<b>11,800</b>	<b>13,359</b>	<b>14,474</b>	<b>14,791</b>	<b>14,329</b>	<b>11,948</b>	<b>10,513</b>	<b>11,946</b>	<b>11,328</b>		<b>149,133</b>	<b>19.7%</b>
<b>Interest</b>	<b>1,013</b>	<b>1,198</b>	<b>1,026</b>	<b>1,085</b>	<b>1,198</b>	<b>1,274</b>	<b>1,296</b>	<b>1,240</b>	<b>1,103</b>	<b>1,032</b>	<b>1,102</b>	<b>1,060</b>		<b>13,628</b>	<b>1.8%</b>
<b>Income Tax</b>	<b>3,940</b>	<b>4,660</b>	<b>3,990</b>	<b>4,221</b>	<b>4,660</b>	<b>4,955</b>	<b>5,038</b>	<b>4,821</b>	<b>4,288</b>	<b>4,014</b>	<b>4,287</b>	<b>4,124</b>		<b>52,999</b>	<b>7.0%</b>
<b>Depreciation</b>	<b>1,070</b>	<b>1,265</b>	<b>1,083</b>	<b>1,146</b>	<b>1,265</b>	<b>1,345</b>	<b>1,368</b>	<b>1,309</b>	<b>1,164</b>	<b>1,090</b>	<b>1,164</b>	<b>1,119</b>		<b>14,385</b>	<b>1.9%</b>
<b>Net Income</b>	<b>4,610</b>	<b>5,772</b>	<b>5,018</b>	<b>5,348</b>	<b>6,236</b>	<b>6,901</b>	<b>7,090</b>	<b>6,959</b>	<b>5,394</b>	<b>4,377</b>	<b>5,392</b>	<b>5,024</b>		<b>68,121</b>	<b>9.0%</b>





# Capstone Project Presentation

## FINANCIAL

### Biscuits Artisan Bakery

#### Pro Forma Income Statement

2nd fiscal year

	Q1	Q2	Q3	Q4	Total	%
<b>Sales</b>						
Food	\$ 185,594	\$ 193,361	\$ 197,897	\$ 182,544	\$ 759,396	85.0%
Beverage	\$ 32,752	\$ 34,122	\$ 34,923	\$ 32,214	\$ 134,011	15.0%
<b>Total Sales</b>	<b>\$ 218,346</b>	<b>\$ 227,483</b>	<b>\$ 232,820</b>	<b>\$ 214,758</b>	<b>\$ 893,407</b>	<b>100.0%</b>
<b>Cost of Sales</b>						
Food	\$ 57,905	\$ 60,328	\$ 61,744	\$ 56,954	\$ 236,932	31.2%
Beverage	\$ 9,203	\$ 9,588	\$ 9,813	\$ 9,052	\$ 37,657	28.1%
<b>Total Cost of Sales</b>	<b>\$ 67,109</b>	<b>\$ 69,917</b>	<b>\$ 71,557</b>	<b>\$ 66,006</b>	<b>\$ 274,589</b>	<b>30.7%</b>
<b>Gross Profit</b>	<b>\$ 151,237</b>	<b>\$ 157,566</b>	<b>\$ 161,263</b>	<b>\$ 148,752</b>	<b>\$ 618,818</b>	<b>69.3%</b>
<b>Operating Expenses</b>						
Salaries & Wages	\$ 53,467	\$ 55,705	\$ 57,012	\$ 52,589	\$ 218,772	24.5%
Employee Benefits	\$ 5,677	\$ 5,915	\$ 6,053	\$ 5,584	\$ 23,229	2.6%
Direct Operating Expenses	\$ 12,446	\$ 12,967	\$ 13,271	\$ 12,241	\$ 50,924	5.7%
Music and Entertainment	\$ 437	\$ 455	\$ 466	\$ 430	\$ 1,787	0.2%
Marketing	\$ 4,149	\$ 4,322	\$ 4,424	\$ 4,080	\$ 16,975	1.9%
Utilities	\$ 7,424	\$ 7,734	\$ 7,916	\$ 7,302	\$ 30,376	3.4%
Repairs & Maintenance	\$ 3,275	\$ 3,412	\$ 3,492	\$ 3,221	\$ 13,401	1.5%
General & Administrative Expenses	\$ 7,860	\$ 8,189	\$ 8,382	\$ 7,731	\$ 32,163	3.6%
Depreciation	\$ 3,275	\$ 3,412	\$ 3,492	\$ 3,221	\$ 13,401	1.5%
OCUPANCY					\$ -	3.6%
<b>Total Operating Expenses</b>	<b>\$ 98,010</b>	<b>\$ 102,111</b>	<b>\$ 101,015</b>	<b>\$ 93,178</b>	<b>\$ 387,626</b>	<b>43.4%</b>
<b>Operating Profit</b>	<b>\$ 53,228</b>	<b>\$ 55,455</b>	<b>\$ 60,248</b>	<b>\$ 55,574</b>	<b>\$ 224,505</b>	<b>25.1%</b>
<b>IBITDA</b>	<b>\$ 53,228</b>	<b>\$ 55,455</b>	<b>\$ 60,248</b>	<b>\$ 55,574</b>	<b>\$ 224,505</b>	<b>25.1%</b>
Interest	\$ 3,930	\$ 4,095	\$ 4,191	\$ 3,866	\$ 16,081	1.8%
<b>Operating Profit</b>	<b>\$ 49,297</b>	<b>\$ 51,360</b>	<b>\$ 4,424</b>	<b>\$ 4,080</b>	<b>\$ 109,162</b>	<b>12.2%</b>
Income Tax	\$ 15,284	\$ 15,924	\$ 16,297	\$ 15,033	\$ 62,538	7.0%
<b>Net Income</b>	<b>\$ 34,013</b>	<b>\$ 35,436</b>	<b>\$ 39,760</b>	<b>\$ 36,676</b>	<b>\$ 145,885</b>	<b>16.3%</b>





# Capstone Project Presentation

## FINANCIAL

### Biscuits Artisan Bakery

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2nd fiscal year

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