



Subway Food Franchisee

BUSINESS PLAN


The Place Where Fresh is the Taste



Prepared By

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1.

Executive Summary

Introduction

E-2 Investor Visa Compliance

Doctors Associates, Inc.

Company Values

Business Model

Objectives

Keys to Success

Summary Operating Forecast

Introduction

Subway

Based in Little Rock, AR, Pyramid Enterprises LLC ("PE" or "the Store") was recently formed by a successful Egyptian business executive, Tarek El Amarani. Mr. El Amarani formed the Company for the sole purpose of acquiring one or more Subway® franchises in

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Start writing here..

E-2 Investor Visa Compliance

Subway

Mr. El Amarani currently resides in Egypt. In order for him to personally manage the Store and live in the United States, he must apply for an E-2 investor visa. One of the requirements of an E-2 visa is a business plan that provides the immigration authority with

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Subway

According to USCIS, a business in which an E-2 investor applicant wishes to acquire or start must be a bona fide enterprise. The immigration authorities define bona fide enterprise as "a real, active commercial or entrepreneurial undertaking which produces


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A BONA FIDE Enterprise

Start writing here..

Subway

Another requirement for an E-2 visa is that the business will not be "marginal." USCIS defines a marginal enterprise as not being large enough to generate enough income for the investor to support a minimal living "for you and your family or to make a significant

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Marginal Enterprise

Start writing here..

Subway

USCIS also requires that "you must demonstrate that the capital you invest is irrevocably committed to the enterprise and subject to a partial or total loss in the event that the entity fails. The funds you invest must also be your own. Additionally, the inv

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Irrevocable Commitment

Start writing here..

Doctors Associates, Inc.

Subway

Doctor's Associates, Inc. is the franchiser of Subway® stores. Subway® was founded in 1965 by Fred DeLuca who, at the time was 17 years old and was looking for a way to earn enough money to finance his college education. The first store was opened in

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Start writing here..

Company Values

Subway

In pursuit of its mission, PE believes the following value statements are essential and enduring.

- Importance of family and having a family atmosphere;

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Business Model

Subway

Subway is a retailer of food and beverage products that are purchased and consumed on the premises or taken away for consumption at another location. All food and beverages are paid for at the point of purchase. Subway does not provide terms to its retailers.

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Objectives

Subway

Subway has established the following goals and objectives for the early years of operations.

- Establish its first Subway franchise in metro Little Rock;

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Keys to Success

Subway

Mr. El Amarani believes that he has the right combination of experience, skill, and vision to quickly put the Company and the Store on a rapid track for growth and profits. The following factors will contribute to the Store's success:

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Start writing here..

Summary Operating Forecast

Subway

PE will acquire an existing Subway store. The financial forecast that can be seen beginning on page 23 assumes that Mr. El Amarani will acquire a store for \$200,000. An above-average Subway store can be expected to produce the following results:

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Start writing here..

2.

Subway Menu

Menu Description

The Subway Secret Menu

Menu Description

Subway

Subway franchisees operate stores in 108 countries. While the basic menu offering is the same from country to country, there are some changes required due to cultural differences. According to its U.S. website, Subway products fall into the following menu categories:

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Start writing here..

All Day Value — includes the famous \$5 footlong and the \$3 Six Inch Select



Featured Products



All Sandwiches



Fresh Fit Choices



Breakfast



Salads



Flatizza



Fresh Fit For Kidz



Sides, Drinks, Extras



The Subway Secret Menu

Subway

According to HackTheMenu ([http://hackthemenu\(dot\)com](http://hackthemenu(dot)com)), Subway stores have a secret menu. These menu items are described on the website as follows:

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Start writing here..

Subway

The Subway Old Cut was once the only way that Subway cut their sandwiches. Now, that was over 10 years ago that they stopped cutting their sandwiches this way. However, you may get lucky and find a Subway artisan who knows this secret menu trick and

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The Subway Old Cut

Start writing here..

Subway

Introducing the Subway Pizza Sub, the Italian inspired sandwich added to the Subway regular menu briefly during the month of May 2012. However, while Subway does not officially include the Pizza Sub on its regular menu anymore, it is still available on their

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The Subway PM Sub

Start writing here..

Subway

When you're at Subway and you get the urge to see the meat hanging off the edge of your sandwich, flapping in the wind, then you will want to ask for the "Wing Effect". Subway usually tucks in the meat when they make a sandwich, so they'll leave the me

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The WM Meer

Start writing here..

3.

Industry Analysis

Demand Determinants

Subway

The fast-food industry of which Subway is a major player will produce \$200 billion in revenue in 2014 and almost \$10 billion in profit. The industry is made up of 151,000 businesses that employ over 3,700,000 workers who will earn \$49 billion in wages.


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Demand Determinants

Subway


The industry is sensitive to factors that affect the growth in household disposable income, which gives consumers the ability to spend money on out-of-home dining. Household disposable income is sensitive to changes in labor market growth (i.e.

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Start writing here..

Subway

The changing age structure of the population is influencing change within the industry. Baby boomers are a major group that influences industry revenue growth. Not only do they comprise a significant percentage of the population, but they also generally have

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Demographic Trends

Start writing here..

Subway

Rising health consciousness has a direct effect on industry operators as American consumers become increasingly concerned about fat content, fried foods, and salt content, especially when dining out. As such, rising concerns over the nutritional value of

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Health Consciousness

Start writing here..

Subway

Convenience and value for one's money and time are other important demand determinants. Recent social trends such as busier lifestyles, heavier workloads, and longer working hours, have helped boost demand for restaurant services and convenience f

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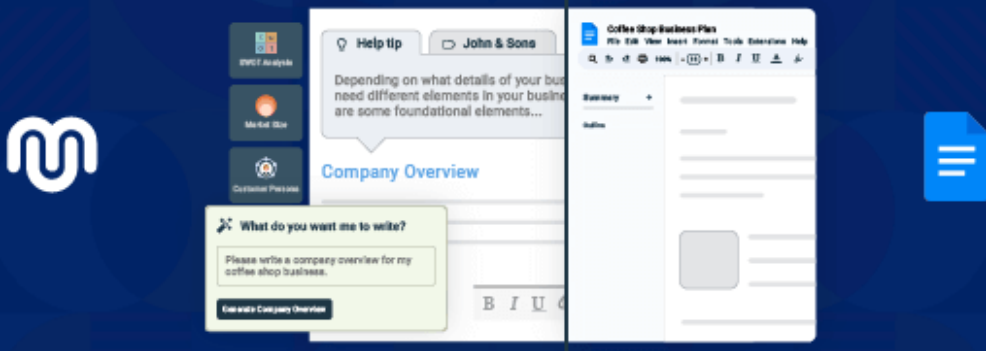
Convenience

Start writing here..

Source: The foregoing is adapted from a report on the fast food industry by IBIS World dated June 2014

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4.

Market Analysis

Lithe Rock, AR Demographics

Subway

The major markets for the Fast Food Restaurants industry can be segmented based on a number of factors including income, age, geographic location, and family structure. Consumption patterns of fast food differ from full-service restaurants

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Start writing here..

Little Rock, AR Demographics

Subway

Little Rock is the capital and the largest city of the State of Arkansas. The Little Rock-North Little Rock-Conway, AR Metropolitan Statistical Area (MSA) had a population of 724,385 people in the 2013 census estimate. The MSA is included in the Little Rock-N

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Start writing here..

5.

Store Operations

Customer Service

Operating Policies

Operating Standards

Training

Subway

The successful implementation of the operating standards and policies outlined within this business plan demand proven support tools and professional management. To achieve these objectives, the Store will work with Subway corporate and employ the

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Start writing here..

Customer Service

Subway

The hospitality industry recognizes that the customer service experience is the key driver to repeat business. The management will provide a superior level of professionalism by hiring, training, and leading a staff that is passionate about accommodating


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Start writing here..

Operating Policies

Subway

The management of Subway will be based on operating strategies and policies that Mr. El Amarani has developed, and successfully implemented in other successful restaurant businesses. He has in-depth experience in business and a proven track

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Start writing here..

Subway

Operating philosophies will be dictated by Subway corporate and will be followed closely.

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Operating Philosophy

Start writing here..

Subway

Subway will utilize a computerized inventory system to closely track and manage food and beverage usage, enabling management to accurately determine operating costs and manage against loss. Manual inventories will be conducted on an ongoing basis.

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Strict Inventory Controls

Start writing here..

Subway

Management will continually monitor supplier bids to gain the best pricing for all foods and other ingredients. Market price fluctuations will guide purchasing, menu composition, and menu pricing to ensure the Store meets and exceeds profit expectations.


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Purchasing Cost Controls

Start writing here..

Subway

Food preparation personnel will follow standardized recipes developed by the owner to control food costs and ensure consistency. The Store will offer a menu with nutritious food while achieving the greatest margin yield.

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Recipe a Portion Controls

Start writing here..

Subway

Subway will maintain a 100% compliance policy for sanitation and food handling to ensure the safety and health of all guests and employees. The Store will always comply with all city, county, and state Department of Health sanitation and food handling

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Sanitation a Food Handling

Start writing here..

Operating Standards

Subway

Mr. El Amarani and the Store Manager will be responsible for ensuring that the day-to-day operations will comply with the standards set by Store policy. Weekly management meetings will provide a forum to review and discuss financial and operational p


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Management's Role

Start writing here..

Subway

The Store will utilize "Point of Sale" systems that enable it to accurately track and analyze transactions, minimize labor costs, manage inventory, process payroll, track marketing efforts, and provide real-time entry and reporting functions. The inventory com

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Software a Systems

Start writing here..

Subway

While the quality of the product and dining experience contributes significantly to a Store's profitability, it is attention to business and financial details that can transform small changes into large returns. While all decisions are made with the customer and

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Money a Profit Management

Start writing here..

Training

Subway

The successful implementation of the concepts outlined within this business plan demands excellence from each and every employee. To achieve excellence, the Store will focus on hiring, training, and retaining the very best employees.


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Start writing here..

Subway

Employees with a strong work ethic, an eye for detail, and a passion for providing excellent service will be recruited. All employees will have friendly outgoing



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Hiring the Best

Start writing here..

Subway

An ongoing program of training and education will ensure that each staff member learns and implements Subway's exacting standards for service and operational procedures. Staff meetings will reinforce service standards and principles.

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Training for Excellence

Start writing here..

Subway

The Store embraces the concept of promoting from within. Excellence in one function typically leads to excellence in another. There will be regular staff evaluations to ensure motivation and address key issues.

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Retaining the Best

Start writing here..

Subway

Staff turnover rates in the Store industry run at over 100% p.a. Maintaining quality standards with such high turnover rates is an ongoing challenge. Lower than normal staff turnover due to sound management philosophy and a rewarding working environment.

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Staff Turnover / Training Costs

Start writing here..

6.

Marketing Plan

Target Market

Market Positioning a Branding

Marketing Strategies

Target Market

Subway

The Company's target customers are on-the-go adults and their children who enjoy delicious, healthy foods and beverages and live or work in the neighborhood. Many of them will stop by to pick up something to go and others will want to meet friends at a friend's house.

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Start writing here..

Market Positioning a Branding

Subway

Subway core values are the foundation of the Store's atmosphere. In each and every activity in which Subway participates, it will establish or reinforce its brand. In doing so, every aspect of Subway's communications with customers, employees, vendors, and the community will reflect these values.

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Start writing here..

Marketing Strategies

Subway

Subway's marketing strategies will be split between those strategies that are executed on a national level by the franchiser and those strategies that are executed on a local level by Mr. El Amarani.

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Start writing here..

Subway

The Store will pay the franchiser 4.5% of revenue as a national advertising fee. This fee will be deposited into an advertising fund that contains all of the advertising contributions paid by all of the franchisees in the U.S. Subway corporate will disburse money f

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National Advertising

Start writing here..

Subway

Subway corporate does not require franchisees to market or advertise locally although, they naturally encourage each franchisee to do so. The Store will market itself every day through a carefully conceived local marketing strategy that will include at least t

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Local Marketing

Start writing here..

Subway

Subway requires that each new owner spend \$2,000 in a grand opening event or campaign.

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Grand Opening Budget

Start writing here..

7.

Competition

Competitive Landscape

Direct Competitors

Competitive Landscape

Subway

IBIS World estimates that in 2014, the top four players account for about 41.2% of the available market share of the fast-food industry, giving this industry a medium level of concentration. Given the diversity of food styles and operations, nearly 48.0% of establishments are family-owned.


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Start writing here..

Direct Competitors

Subway

For purposes of this document, the Company will consider that its direct competitors are quick to serve branded restaurants that prepare and sell food ready to eat at affordable prices. Little Rock, AR, which is the community in which Mr. El Amarani would prefer to operate.

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Start writing here..

8.

Management & Staffing

Company

Management Team

Staffing a Compensation

External Issues

Company

Subway

Pyramid Enterprises LLC is a new entity formed for the purpose of owning one or more Subway franchises in Little Rock, Arkansas. The Company is owned 100% by Tarek El Amarani. As of the date of this document, the Company has no assets and no liabilities.

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History and Structure

Start writing here..

Subway

Pyramid Enterprises will utilize the services of the following professional services providers:

- Attorney - Sarah Lewis, Brown & Lewis Law Firm, Little Rock, AR

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Professional Services

Start writing here..

Management Team

Subway

Tarek El Amarani will be responsible for the overall management of the Subway franchise that is the subject of this document. He is a successful, experienced business executive who brings a number of important skills and experiences to the Company, including:

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Start writing here..



Tarek El Amarani

Founder & CEO - tarek@example.com

Mr. El Amarani was born and raised in Cairo, Egypt. He was educated in England where he graduated from the University of Birmingham in Birmingham. He graduated with a Bachelor's of Science degree in Chemistry. After completing his studies, he returned to Cairo to find that at the time, there were few opportunities to work in his field. As a result, Mr. El Amarani opened a small restaurant that sold Mediterranean food in a residential neighborhood. In time, the restaurant prospered and within 5 years, he opened a second location and soon thereafter, a third. The restaurants were called Subway. Over the 22 years that the Subway restaurants were open, Mr. El Amarani served thousands of hungry patrons breakfast, lunch, and dinner 6 days a week. In March 2014, El Amarani sold the restaurants and joined his brothers and their families in Little Rock. During his time in Little Rock, he has been volunteering his time at a homeless shelter where he has been preparing meals for homeless vets.

Mr. El Amarani has been in discussions about purchasing an existing Subway store in Little Rock. Subway has pre-approved him as a franchise based on his prior restaurant experience in Egypt.



Jane Doe

Store Manager - jane@example.com


Ms. Doe will be responsible for the daily Store operation. In addition to enforcing all policies of the Store as outlined, the Store Manager will oversee daily operations concentrating primarily on ensuring standards are adhered to during all times of the day. He or she will be responsible for hiring, training, disciplining, and terminating service staff, with assistance as needed from Mr. El Amarani. During meal service, the Store Manager will be expected to control the flow of all activities overseeing, service staff, and communicating with the kitchen to ensure a smooth flow to the Restaurant and will be expected to maintain clean and organized ordering and dining areas.

Staffing a Compensation

Subway

Subway aims to create a successful and rewarding work environment. It is Mr. El Amarani's firm belief that employee satisfaction represents a key contribution to customer satisfaction.

Subway will be staffed as follows:

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Start writing here..

External Issues

Subway

There are no regulatory issues related to EPA, OSHA, IRS, or other governmental agencies. There are no unions represented at the Company and there is no pending or anticipated litigation.

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Start writing here..

9.

Financial Plan

Pre-Ownership Expenses

Revenue Assumptions

Direct Costs

Income Statement


Balance Sheet

Cash Flow Statement

Pre-Ownership Expenses

Subway

Mr. El Amarani will incur the following expenses prior to opening the Store under his ownership:

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Pre-Opening Cash Outlays

Buildout/Tenant Improvements	
Tenant Improvements	-
Total Buildout/Tenant Improvements	-
Fixed Assets	
Acquisition	-
Franchise Fees	-
Total Fixed Assets	-
Inventory	
Food	8,000
Total Inventory	8,000
Capitalized Start-Up Expenses (Pre-Opening)	
Acquisition Expenditures	200,000
Franchise Fees	15,000
Consulting	3,000
Employee Expenses	2,000
Owner Training	7,500
Grand Opening	2,000
Legal Fees	5,000
Miscellaneous	2,500
Other	1,500

Payroll Company	500
POS System	3,000
Working Capital	30,000
Total Capitalized Start-Up Expenses (Pre-Opening)	272,000
Total Start-Up Costs	280,000

Revenue Assumptions


The revenue forecast is based on the following assumptions:

Revenue Model		
Revenue Growth - Year-O-Year	0	
2014 Actual Revenues	525,000	
Income		
Sales (Food, Drinks, and Misc)	1	551,250
Other Revenue	-	-
Total Revenues	1	551,250

Direct Costs

Subway

The forecast that follows assumes that direct costs incurred in producing revenue are 26% related to food and beverages and 1% for comps and promotions.

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Start writing here..

Income Statement

	2024	2025	2026
Revenue	\$717,273.54	\$1,242,408.15	\$2,461,025.74
Dine-In Sales	\$248,358.60	\$354,099.90	\$504,860.30
Unit Sales	7,096	10,117	14,425
Unit Price	\$35	\$35	\$35
Online Delivery Orders	\$340,609.20	\$485,629.80	\$692,388
Unit Sales	5,677	8,094	11,540
Unit Price	\$60	\$60	\$60
Event Catering Services	\$128,305.74	\$402,678.45	\$1,263,777.44
Cost Of Sales	\$104,339.39	\$161,056.01	\$289,867.89
General Costs	\$104,339.39	\$161,056.01	\$289,867.89
Ingredients	\$40,718.22	\$57,077.87	\$96,023.76
Fresh Produce	\$19,200	\$19,805.61	\$22,192.98
Meats and Poultry	\$21,518.22	\$37,272.26	\$73,830.78
Packaging and Delivery	\$63,621.17	\$103,978.14	\$193,844.13
Packaging Materials	\$50,209.14	\$86,968.57	\$172,271.80
Delivery Expenses	\$13,412.03	\$17,009.57	\$21,572.33
Revenue Specific Costs	\$0	\$0	\$0
Personnel Costs (Direct Labor)	\$0	\$0	\$0
Gross Margin	\$612,934.15	\$1,081,352.14	\$2,171,157.85
Gross Margin (%)	85.45%	87.04%	88.22%

	2024	2025	2026
Operating Expense	\$965,647.64	\$1,027,876.31	\$1,139,452.41
Payroll Expense (Indirect Labor)	\$851,340	\$859,853.40	\$868,451.64
Management Team	\$131,100	\$132,411	\$133,735.08
General Manager	\$75,900	\$76,659	\$77,425.56
Assistant Manager	\$55,200	\$55,752	\$56,309.52
Kitchen Staff	\$414,000	\$418,140	\$422,321.28
Chefs	\$198,720	\$200,707.20	\$202,714.08
Kitchen Helpers	\$215,280	\$217,432.80	\$219,607.20
Service Staff	\$306,240	\$309,302.40	\$312,395.28
Waiters	\$211,200	\$213,312	\$215,445.12
Cashiers	\$95,040	\$95,990.40	\$96,950.16
General Expense	\$111,058.94	\$162,022.91	\$265,000.77
Facility Costs	\$47,875.64	\$67,372.31	\$103,151.30
Rent	\$33,530.16	\$42,524.15	\$53,930.79
Utilities	\$14,345.48	\$24,848.16	\$49,220.51
Marketing and Advertising	\$50,209.03	\$79,272.01	\$143,557.92
Digital Marketing	\$14,345.35	\$17,151.59	\$20,506.63
Promotional Offers	\$35,863.68	\$62,120.42	\$123,051.29
Operational Costs	\$12,974.27	\$15,378.59	\$18,291.55
Kitchen Equipment Maintenance	\$7,609.48	\$8,574.65	\$9,662.18
Cleaning Services	\$5,364.79	\$6,803.94	\$8,629.37
Bad Debt	\$0	\$0	\$0
Amortization of Current Assets	\$3,248.70	\$6,000	\$6,000

	2024	2025	2026
EBITDA	(\$352,713.49)	\$53,475.83	\$1,031,705.44
Additional Expense	\$19,516.80	\$17,273.24	\$14,867.49
Long Term Depreciation	\$13,500	\$13,500	\$13,500
Gain or loss from Sale of Assets	\$0	\$0	\$0
EBIT	(\$366,213.49)	\$39,975.83	\$1,018,205.44
Interest Expense	\$6,016.82	\$3,773.25	\$1,367.48
EBT	(\$372,230.29)	\$36,202.59	\$1,016,837.95
Income Tax Expense / Benefit	\$0	\$0	\$0
Total Expense	\$1,089,503.83	\$1,206,205.56	\$1,444,187.79
Net Income	(\$372,230.29)	\$36,202.59	\$1,016,837.95
Net Income (%)	(51.90%)	2.91%	41.32%
Retained Earning Opening	\$0	(\$392,230.29)	(\$366,027.70)
Owner's Distribution	\$20,000	\$10,000	\$10,000
Retained Earning Closing	(\$392,230.29)	(\$366,027.70)	\$640,810.25

Balance Sheet

	2024	2025	2026
Assets	(\$273,266.01)	(\$280,342.70)	\$690,810.23
Current Assets	(\$334,766.01)	(\$328,342.70)	\$656,310.23
Cash	(\$337,517.31)	(\$331,094)	\$653,558.93

	2024	2025	2026
Accounts Receivable	\$0	\$0	\$0
Inventory	\$0	\$0	\$0
Other Current Assets	\$2,751.30	\$2,751.30	\$2,751.30
Long Term Assets	\$61,500	\$48,000	\$34,500
Gross Long Term Assets	\$75,000	\$75,000	\$75,000
Accumulated Depreciation	(\$13,500)	(\$27,000)	(\$40,500)
Liabilities & Equity	(\$273,266)	(\$280,342.68)	\$690,810.25
Liabilities	\$68,964.29	\$35,685.02	\$0
Current Liabilities	\$33,279.27	\$35,685.02	\$0
Accounts Payable	\$0	\$0	\$0
Income Tax Payable	\$0	\$0	\$0
Sales Tax Payable	\$0	\$0	\$0
Short Term Debt	\$33,279.27	\$35,685.02	\$0
Long Term Liabilities	\$35,685.02	\$0	\$0
Long Term Debt	\$35,685.02	\$0	\$0
Equity	(\$342,230.29)	(\$316,027.70)	\$690,810.25
Paid-in Capital	\$0	\$0	\$0
Common Stock	\$0	\$0	\$0
Preferred Stock	\$0	\$0	\$0
Owner's Contribution	\$50,000	\$50,000	\$50,000
Retained Earnings	(\$392,230.29)	(\$366,027.70)	\$640,810.25
Check	\$0	\$0	\$0

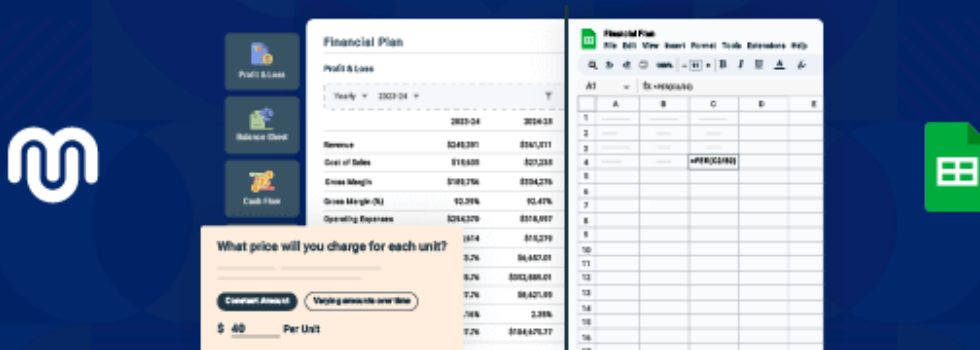
Cash Flow Statement

	2024	2025	2026
Cash Received	\$717,273.54	\$1,242,408.15	\$2,461,025.74
Cash Paid	\$1,072,755.13	\$1,186,705.56	\$1,424,687.79
COS & General Expenses	\$215,398.33	\$323,078.92	\$554,868.66
Salary & Wages	\$851,340	\$859,853.40	\$868,451.64
Interest	\$6,016.82	\$3,773.25	\$1,367.48
Sales Tax	\$0	\$0	\$0
Income Tax	\$0	\$0	\$0
Net Cash From Operations	(\$355,481.59)	\$55,702.59	\$1,036,337.95
Assets Sell	\$0	\$0	\$0
Assets Purchase	\$81,000	\$6,000	\$6,000
Net Cash From Investments	(\$81,000)	(\$6,000)	(\$6,000)
Amount Received	\$150,000	\$0	\$0
Loan Received	\$100,000	\$0	\$0
Common Stock	\$0	\$0	\$0
Preferred Stock	\$0	\$0	\$0
Owner's Contribution	\$50,000	\$0	\$0
Amount Paid	\$51,035.72	\$43,279.28	\$45,685.02
Loan Capital	\$31,035.70	\$33,279.27	\$35,685.03
Dividends & Distributions	\$20,000	\$10,000	\$10,000
Net Cash From Financing	\$98,964.28	(\$43,279.28)	(\$45,685.02)

	2024	2025	2026
Summary			
Starting Cash	\$0	(\$337,517.31)	(\$331,094)
Cash In	\$867,273.54	\$1,242,408.15	\$2,461,025.74
Cash Out	\$1,204,790.85	\$1,235,984.84	\$1,476,372.81
Change in Cash	(\$337,517.31)	\$6,423.31	\$984,652.93
Ending Cash	(\$337,517.31)	(\$331,094)	\$653,558.93

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Mariia Yevlash



Student, Sumy State University – Ukraine

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