



# Hookah Lounge

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# Business Plan

[YEAR]

Prepared By

John Doe



*A Moments of Chill Air*

Information provided in this business plan is unique to this business and confidential; therefore, anyone reading this plan agrees not to disclose any of the information in this business plan without prior written permission of the company.

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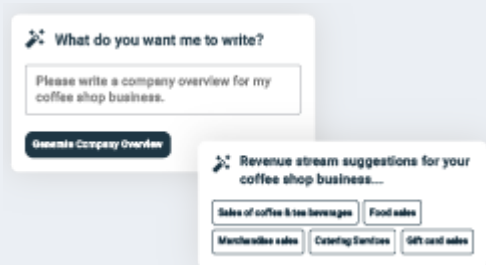
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# 1.

## Executive summary

Problem Definition & Validation

Solution

Objectives

Mission statement

Keys to success

Financial Highlights

## Shisha

Shisha is a cafe and hookah lounge located in the thriving city of New York. Shisha plans to offer a holistic cafe experience complete with food and beverage. In addition to myriad hookah flavors, Shisha's menu will feature healthy all-day breakfast and lunch

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## Problem Definition & Validation

### Shisha

Hookah lounges or bars are generally frequented by youth looking to mingle with friends and "hang." The presence of smoking hookah and the youth culture seemingly make it an inappropriate place for families and children. While hookah smoking i


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## Solution

### Shisha

Shisha is a family and children-friendly place. By eliminating alcoholic beverages from the menu and including all-day breakfast and other food options, the company aims to create an environment that is conducive to families. Furthermore, the founders


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## Objectives

### Shisha

- To build a brand reputation within the first five years of operations as a cafe that provides a differentiated yet localized experience that is also synonymous with quality food and exceptional customer service

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## Strategic Objectives

Start writing here..

### Shisha

- To begin commercial operations in New York by October 2022
- To hire one full-time assistant in Year 1 and add an additional helper by Year 3 to assist the founder in running the café

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## Operational Objectives

Start writing here..

## Mission statement

### Shisha

To become an uplifting presence in the local community by weaving the Shisha brand into the fabric of positive relationships and experiences through delicious, gourmet, healthy beverages with a side of comforting food.

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## Keys to success



### Established Brand

As the company facilitates the value proposition of a recognisable brand that is known for its distinct quality and taste globally, it will be able to quickly achieve a strong foothold within the US.



### Extended Offering

Along with the ever popular and flavorful hookahs, Shisha will also serve a variety of beverages along with all day breakfast and meal options making it a fulfilling 'eating out' experience for customers who patronise the cafe.



### Product Quality

Consistent with the brand’s mantra of “You only get out what you put in”, Shisha will ensure quality ingredients sourced from local suppliers across all its menu preparations.



### Untapped Market

Shisha will be the first non-alcoholic hookah lounge in New York. Being located at the heart of the city would help generate a high footfall, supported by nearby shops, thriving retail landscape, and transit options.



### Efficient Operations

Shisha will put forth a clear management control system to gauge the performance of organisational resources, including financial, human and operational as well as evaluate the effectiveness of devised and executed organisational strategies in order to achieve efficiency and optimise the bottom line.



### Superior Customer Support

Exceptional customer service will play a pivotal role in the success of Shisha as it will not only be aligned with the café’s aim to bring a smile on its customers but also enable repeat business and customer loyalty by ensuring that workers are polite, friendly and professional.

## Financial Highlights

#### Shisha

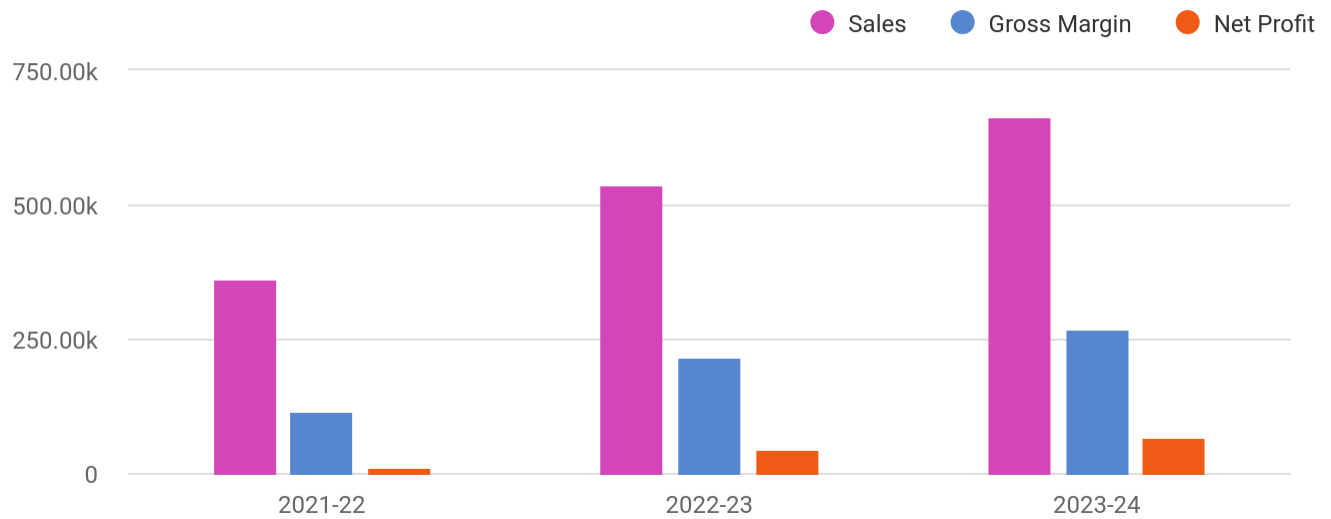
The company envisions raising an equity investment of \$50,000 through long-term borrowings, which will be used for the setup and launch of the salon in the US. The company expects to steadily grow its revenues through active efforts in marketing, network...

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## Shisha - 3 Year Revenue Highlights



Financial Year	Sales	Gross Margin	Net Profit
2021-22	360,723	114,289	13,038
2022-23	538,041	216,784	44,360
2023-24	665,012	269,869	65,638

# 2.

## Business overview

Company Ownership/Legal Entity

Location

Interior Operating Facilities

Hours of Operation

Startup summary

## Shisha

Hookah, also known as Shisha, involves adults smoking flavored tobacco from a water pipe in which they pass a hose and take a puff among family or friends. It centers around conversations and promotes a more connectedness among those part

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## Company Ownership/Legal Entity

### Shisha

The company will be registered as a limited liability entity with the Department of State. Further, since the company envisions setting up operations in New York, it will also register with the local county. The business will be wholly owned and Managed by Four

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## Location

### Shisha

Shisha will begin operations from an office space in New York. Known as the "Fashion Capital," New York state is home to 2.1 million small businesses and 4 million small business employees, which is more than 50 percent of the private workforce. N


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## Interior Operating Facilities

### Shisha

The company will begin operations from a high street space enough to convert into a cafe with a dedicated section for hookah at the heart of LA's commercial hub. Initial investments in setting up the interior facilities, consumables, inventory, and client ent

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## Hours of Operation

Shisha

Within the specialty independent coffee houses, Shisha will open for the highest number of hours per week (76 hours), followed by Playground Coffee House and Full Court Press. While Playground Coffee House operates for 65 hours per week in total, its

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## Startup summary

Shisha

The founding team will infuse a capital sum of \$50,000 through long-term borrowings to meet the company's start-up requirements. The start-up expenses are estimated at \$18,500, primarily consisting of interior renovation, rent, and advertisement expenses. A

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# 3.

## Products & Services

Hookah Menu

Other menu Listing

Staff Training

Sourcing Ingredients

## Shisha

Once seen as an exotic pastime and cultural phenomenon in the Middle East, hookah smoking spread to Europe and North America in recent years. Hookah, also known as waterpipe smoking, is a unique method of smoking tobacco. It consists of a head

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## Hookah Menu

### Shisha



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## Other menu Listing

### Shisha

Apart from its signature Hookah, Shisha will have a range of other healthy and scrumptious breakfast and lunch options along with a variety of non-alcoholic beverages to round up the cafe offering and make it complete eating out experience. The prelimi


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## Staff Training

### Shisha

Aligning to the brand's aim to bring a smile to the customer's face, the staff will be trained to be friendly, efficient, conversant with menu items, as well as unobtrusive. The company will put in place adequate HR processes, including staff contracts, suggested st

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## Sourcing Ingredients

Shisha

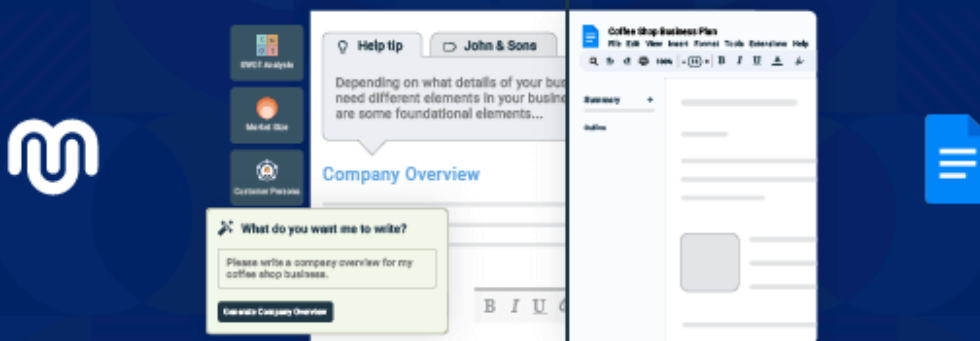
The hookah flavors will be procured from its cultural home, Morocco on an order basis as required. For the café's other food items, Shisha will procure fresh produce and baked goods from local sources. Standard as befitting a café and required by US re

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# 4.

## Market Analysis

Hookah Industry

Cafe Industry

Market segmentation

Market Trends

Target market



## Shisha

While serving hookah is core to the Shisha, it will also serve all-day breakfast and non-alcoholic beverages. As such, the company will operate at the conflux of two industries. The hookah industry as well as the cafe industry in the US.

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## Hookah Industry

### Shisha

A hookah is a smoking device with a single or multi-stemmed instrument for vaporizing and smoking flavored tobacco, called shisha, whose vapor or smoke is passed through a water basin, often glass-based, before inhalation. There are two kinds of hookahs: traditional and modern.


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## Cafe Industry

### Shisha

The coffee shop industry in the U.S. includes 20,000 stores with combined annual revenue of about \$11 billion. Major companies include Starbucks, Dunkin' Donuts, Caribou, Coffee Bean, and Tea Leaf, and Diedrich (Gloria Jean's). The industry is highly concentrated.

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## Market segmentation

### Shisha

The industry's growth is at present driven by both social and economic factors. The social trend of consumer preference for cafes over other venues for social gatherings has seen an increase in the last five years as has their interest in coffee blends. The trend to

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## Market Trends

Shisha

Consumer taste and personal income drive demand. The profitability of individual companies depends on the ability to secure prime locations, drive store traffic, and deliver high-quality products. Large companies have advantages in purchasing, finance, and

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## Target market

Shisha

Shisha's target market will be restricted to the locality and surrounding communities to the store's geographic location in Bristol, United Kingdom. Based on the selected location, Mr. Thomas experience, and the expert's advice, the target market has been

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Start writing here..

Shisha

1. Teenagers and students
2. University students
3. Working professionals

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## Major Target Market

Start writing here..

Shisha

1. Owners/employees of stores in the surrounding areas
2. Tourists and visitors
3. Other passing trade

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## Minor Target Market

*Start writing here..*

## Competitive Advantage



### Homelike Atmosphere

Shisha's simple and welcoming interior design will provide customers a homelike experience with quiet, calm and cosy atmosphere to either have chat with friends and family over a cup of coffee, take a respite from the hustle and bustle of the city, or connect with the café's fast speed wi-fi internet to carry on the work in a relaxed environment. The tranquillity of the café's interior will encourage them to frequent the store on a regular basis.



### Events and Venue Rental

Among the coffee houses in the town, there are very few independent stores that offer a blend of quality food and spacious venues for meetings, events or venue rental for local small businesses, groups, and community. Shisha will be a great venue for casual meetings, networking events and exclusive hire.



### Reputation

Shisha will primarily leverage the reputation of hookah as a traditional socialising factor in the New York market to attract patrons.



### Operating Hours

Within the speciality independent coffee houses, Shisha will open for the highest number of hours per week (76 hours),

# 5.

## SWOT analysis

Shisha

A SWOT (Strength, Weakness, Opportunity, and Threat) analysis is a useful tool for businesses to evaluate their position in the market against the potential internal and external factors that could assist or jeopardize their operations and existence. A SWOT has

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## Strength

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- Founders entrepreneurial spirit and financial acumen
- Founder's passion for the coffee business to share with the local community
- Founder's capital reserves (self-funding of business)
- Strong support from Licensor
- Founder's City and Guilds Barista certificate on coffee knowledge
- Flexibility to change the business model to suit the location of operation
- Offering a range of products
- Planned extensions for service offerings such as a loyalty card
- Changing menu options to keep the freshness of offerings

## Weakness

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- Shisha is a relatively new brand amidst more popular chain and independent outlets so effective local marketing will be needed to enhance the store footfall
- Shisha customers will be the first-time customer of the brand, hence it has to offer above par customer service to ensure repeat visits
- The founder has limited knowledge of New York, its people, and culture, which could be overcome by doing the market research, participating in community events, and engaging with customers through social media

## Opportunity

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- Extending services – meeting rooms special events
- Expanding product and menu options – healthy menus, Tea Latte
- Increasing consumer demand for coffee houses and cafes
- The café becoming a social hub
- The industry is in a growth phase
- The industry is relatively stable
- The industry has limited revenue volatility

## Threat

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- Low barriers to entry
- Increasing industry competition
- Existing competition in Bristol
- Potential economic downturn resulting from Brexit
- High expectations for differentiated coffee house experiences
- Substitutes for Coffee becoming more popular
- Other quick-service restaurants becoming more popular

# 6.

## Strategy & implementation

Distribution Strategy

Marketing and Promotions Strategy

Positioning Statement

Sales strategy

Pricing strategy

## Shisha

Shisha is a café-styled hookah lounge to be established in New York, United States. It will hold a Franchise agreement with a popular hookah brand Morocco, which will enable the business to cultivate its strategy based on the Franchisor's operating blueprints, of

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## Distribution Strategy

### Shisha

Shisha's target market will be restricted to the locality and surrounding communities to the outlet's geographic location in New York. Based on the proposed location in which Shisha will be established, its target market will consist of residents and tourists


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## Marketing and Promotions Strategy

### Shisha

In its first year of operations, Shisha's main focus will be to attract its major target market audiences through appropriate marketing and advertising strategies. However, 'owners/ employees of stores in the surrounding areas' although a part of the m

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# Positioning Statement

## The planned positioning of Shisha's Market



### Teenagers & Students

an 'ideal place for meeting and hanging out with friends



### University Students

a laid-back atmosphere for study & completing assignments



### Working Professionals

a place to pick up your morning coffee (or tea) fix and for having informal meetings



### Owners/Employees

your place for a quick break or quality coffee take-away



### Residents

a pit-stop for a break or a hangout place for friends and meet-ups



### Tourists & Visitors

the place to relax between shopping and sight-seeing

## Sales strategy

### Shisha

According to the recent market survey, most customers discover coffee shops mainly through seeing the physical outlet and word of mouth, while a small proportion of customers find a coffee shop through social media. The company will undertake a 'pre-

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## Post- Opening Marketing Channels



### Networking

Participate in leading consumers exhibitions and beauty events. Display a range of samples and distribute flyers at these events. The company will also keep a record of visitors to their stalls as leads for its email marketing campaigns.



### Pop-Up Store

The company will also hold pop-up stalls at consumer exhibitions.




### Walk-in

The showroom will be designed with attractive display of sample of products. Visually attractive hoardings and a high street presence will further attract prospects to walk-in and buy high quality cosmetic products.

## Pricing strategy

### Shisha

As Shisha is a hookah lounge, the major portion of its offerings will consist of hookah. Based on the company's trading history, hookah will generate a higher margin (estimated at 75%) as relative to food (estimated at 50%). Shisha will also adopt this pricing

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# 7.

## Operational Plan

Management Team

Personnel Plan

Milestones

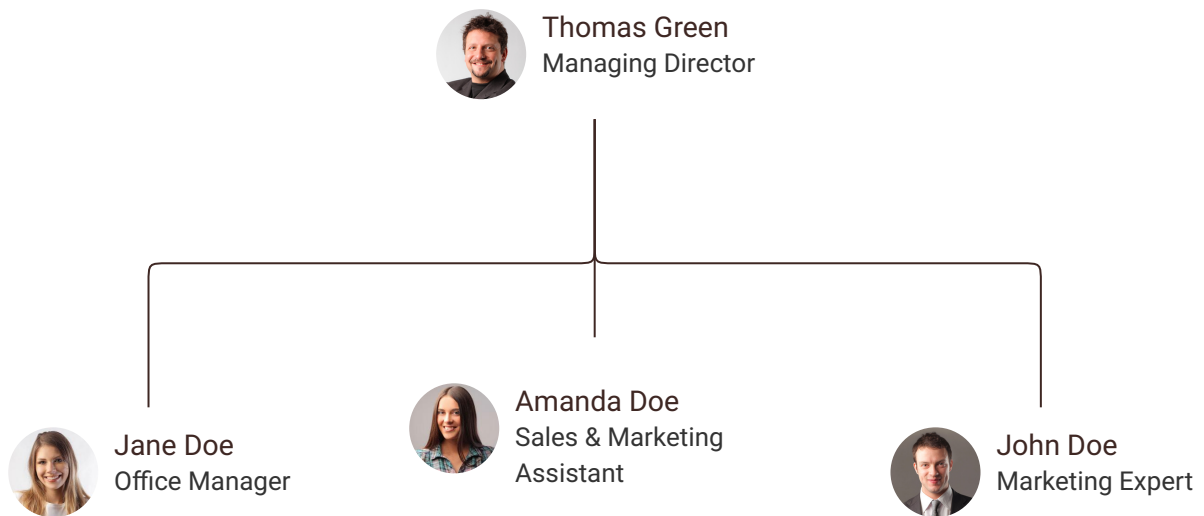
## Shisha

The team will be headed by Managing Director Mr. Thomas Green who will also oversee production operations. Joining Mr. Thomas in the Management Team, the company will onboard an office manager and a beauty advisor to help clients choose

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Start writing here..

## Organization chart



## Management Team

### Shisha

Mr. Thomas will serve as the Managing Director of Shisha. A highly motivated and dynamic individual, Thomas boasts vast experience in the field of aesthetics having spent a career spanning 14 years essaying various white-collar roles for aesthetic co

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# Personnel Plan

Shisha

The company plans to create six full-time equivalent jobs in addition to the management team within the first three years of operations. Salaries for each employee are in line with the industry's benchmark.

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## Jane Doe

Office Manager

Ability to cope with fast-paced and pressured work, accuracy, strong attention to detail and a strong analytical mind, ability to notice patterns within statistics, an interest in psychology and behavior, good organizational skills, excellent (spoken and written) communication skills.



---

## Amanda Doe

Sales Representatives

Preferably bilingual with ability to speak English and French fluently, problem-solving, ability to convert leads into sales, active listener, patience, and understanding of the company's products and services. Additionally, skills in social media marketing, search engine optimization, newsletter marketing, other forms of digital marketing will also be required



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## John Green

Marketing Expert

Excellent verbal skills and a knack for cosmetic products, strong written and verbal communication skills, skilled in customer interaction, and a qualified marketing specialist.

# Milestones

## SHISHA

### Establish

Shisha will rent a showroom space at the heart of New York commercial hub alongside developing a fully optimized and informative website. Marketing activities will also begin during this stage to build awareness and launch the brand into the market.

YEAR 1

### Gain Market Traction

The company will begin expanding its services beyond New York to cover other regions around the US.

Year 2

### Diversify

Having externally established the business, the company will begin internally expanding its range of products

Year 3

### Grow

- Begin expanding across the US
- Consider market expansion beyond US

Year3

# 8.

## Financial plan

Important Assumptions

Break-even Analysis

Projected Profit and Loss

Projected Cash Flow

Projected Balance Sheet

Business Ratios



## REMEMBER

If you are going to start your own hookah lounge business, then make sure you will pay special attention to your financial plan. Your financial plan should include the details about how well you manage your

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## Important Assumptions

The company's financial projections are forecasted on the basis of the following assumptions. These assumptions are quite conservative and are also expected to show deviation but to a limited level such that the company's major financial strategy will not be affected.

	Year 1	Year 2	Year 3
Plan Month	1	2	3
Current Interest Rate	10,00%	11,00%	12,00%
Long-term Interest Rate	10,00%	10,00%	10,00%
Tax Rate	26,42%	27,76%	28,12%
Other	0	0	0

## Brake-even Analysis

Monthly Units Break-even	5530
Monthly Revenue Break-even	\$159 740
<b>Assumptions:</b>	
Average Per-Unit Revenue	\$260,87
Average Per-Unit Variable Cost	\$0,89
Estimated Monthly Fixed Cost	\$196 410



# Projected Profit and Loss

	2024	2025	2026
<b>Revenue</b>	<b>\$578,503.87</b>	<b>\$876,346.89</b>	<b>\$1,431,670.01</b>
Hookah Sales Revenue Stream	\$172,449.50	\$231,933.50	\$311,927
Unit Sales	3,449	4,639	6,239
Unit Price	\$50	\$50	\$50
Beverage Sales Revenue Stream	\$105,538.20	\$163,277.10	\$349,428.30
Unit Sales	3,518	5,443	11,648
Unit Price	\$30	\$30	\$30
Lounge Entry Fees Revenue Stream	\$300,516.17	\$481,136.29	\$770,314.71
<b>Cost Of Sales</b>	<b>\$89,312.02</b>	<b>\$134,310.20</b>	<b>\$217,971.11</b>
General Costs	\$89,312.02	\$134,310.20	\$217,971.11
Hookah Supplies	\$31,461.65	\$46,675.51	\$74,804.09
Hookah Flavors	\$28,925.19	\$43,817.35	\$71,583.50
Charcoal and Accessories	\$2,536.46	\$2,858.16	\$3,220.59
Beverages	\$57,850.37	\$87,634.69	\$143,167.02
Non-Alcoholic Beverages	\$23,140.15	\$35,053.88	\$57,266.82
Alcoholic Beverages	\$34,710.22	\$52,580.81	\$85,900.20
Revenue Specific Costs	\$0	\$0	\$0
Personnel Costs (Direct Labor)	\$0	\$0	\$0
<b>Gross Margin</b>	<b>\$489,191.85</b>	<b>\$742,036.69</b>	<b>\$1,213,698.90</b>
<b>Gross Margin (%)</b>	<b>84.56%</b>	<b>84.67%</b>	<b>84.78%</b>

	2024	2025	2026
<b>Operating Expense</b>	<b>\$487,829.87</b>	<b>\$540,564.62</b>	<b>\$622,808.53</b>
Payroll Expense (Indirect Labor)	\$389,520	\$405,264	\$421,662.84
Management Team	\$100,800	\$105,840	\$111,132
General Manager	\$57,600	\$60,480	\$63,504
Assistant Manager	\$43,200	\$45,360	\$47,628
Service Staff	\$204,240	\$212,409.60	\$220,905.96
Bartenders	\$86,940	\$90,417.60	\$94,034.16
Wait Staff	\$117,300	\$121,992	\$126,871.80
Support Staff	\$84,480	\$87,014.40	\$89,624.88
Cleaning Staff	\$31,680	\$32,630.40	\$33,609.36
Security Personnel	\$52,800	\$54,384	\$56,015.52
General Expense	\$98,309.88	\$135,300.62	\$201,145.69
Facility Costs	\$32,974.47	\$37,156.46	\$41,868.71
Rent	\$25,364.99	\$28,581.81	\$32,206.53
Utilities	\$7,609.48	\$8,574.65	\$9,662.18
Operational Costs	\$63,635.41	\$96,398.16	\$157,483.70
Maintenance	\$28,925.19	\$43,817.35	\$71,583.50
Marketing	\$34,710.22	\$52,580.81	\$85,900.20
Miscellaneous Expenses	\$1,700	\$1,746	\$1,793.28
Insurance	\$1,200	\$1,236	\$1,273.08
Licenses and Permits	\$500	\$510	\$520.20
Bad Debt	\$0	\$0	\$0
Amortization of Current Assets	\$0	\$0	\$0

	2024	2025	2026
<b>EBITDA</b>	<b>\$1,361.99</b>	<b>\$201,472.07</b>	<b>\$590,890.37</b>
<b>Additional Expense</b>	<b>\$12,814.93</b>	<b>\$10,880.77</b>	<b>\$8,827.31</b>
Long Term Depreciation	\$7,668	\$7,668	\$7,668
Gain or loss from Sale of Assets	\$0	\$0	\$0
<b>EBIT</b>	<b>(\$6,306.01)</b>	<b>\$193,804.07</b>	<b>\$583,222.37</b>
Interest Expense	\$5,146.94	\$3,212.76	\$1,159.29
<b>EBT</b>	<b>(\$11,452.94)</b>	<b>\$190,591.30</b>	<b>\$582,063.06</b>
Income Tax Expense / Benefit	\$0	\$0	\$0
<b>Total Expense</b>	<b>\$589,956.81</b>	<b>\$685,755.59</b>	<b>\$849,606.95</b>
<b>Net Income</b>	<b>(\$11,452.94)</b>	<b>\$190,591.30</b>	<b>\$582,063.06</b>
<b>Net Income (%)</b>	<b>(1.98%)</b>	<b>21.75%</b>	<b>40.66%</b>
Retained Earning Opening	\$0	(\$29,452.94)	\$143,138.36
Owner's Distribution	\$18,000	\$18,000	\$18,000
<b>Retained Earning Closing</b>	<b>(\$29,452.94)</b>	<b>\$143,138.36</b>	<b>\$707,201.42</b>

# Projected Cash Flow

	2024	2025	2026
<b>Cash Received</b>	<b>\$578,503.87</b>	<b>\$876,346.89</b>	<b>\$1,431,670.01</b>
<b>Cash Paid</b>	<b>\$582,288.81</b>	<b>\$678,087.59</b>	<b>\$841,938.95</b>
COS & General Expenses	\$187,621.88	\$269,610.82	\$419,116.80
Salary & Wages	\$389,520	\$405,264	\$421,662.84
Interest	\$5,146.94	\$3,212.76	\$1,159.29
Sales Tax	\$0	\$0	\$0
Income Tax	\$0	\$0	\$0
<b>Net Cash From Operations</b>	<b>(\$3,784.94)</b>	<b>\$198,259.30</b>	<b>\$589,731.06</b>
Assets Sell	\$0	\$0	\$0
Assets Purchase	\$50,000	\$0	\$0
<b>Net Cash From Investments</b>	<b>(\$50,000)</b>	<b>\$0</b>	<b>\$0</b>
<b>Amount Received</b>	<b>\$150,000</b>	<b>\$0</b>	<b>\$0</b>
Loan Received	\$100,000	\$0	\$0
Common Stock	\$0	\$0	\$0
Preferred Stock	\$0	\$0	\$0
Owner's Contribution	\$50,000	\$0	\$0
<b>Amount Paid</b>	<b>\$49,359.35</b>	<b>\$51,293.51</b>	<b>\$53,347.12</b>
Loan Capital	\$31,359.34	\$33,293.52	\$35,347.14
Dividends & Distributions	\$18,000	\$18,000	\$18,000
<b>Net Cash From Financing</b>	<b>\$100,640.65</b>	<b>(\$51,293.51)</b>	<b>(\$53,347.12)</b>

	2024	2025	2026
<b>Summary</b>			
Starting Cash	\$0	\$46,855.71	\$193,821.50
Cash In	\$728,503.87	\$876,346.89	\$1,431,670.01
Cash Out	\$681,648.16	\$729,381.10	\$895,286.07
Change in Cash	\$46,855.71	\$146,965.79	\$536,383.94
<b>Ending Cash</b>	<b>\$46,855.71</b>	<b>\$193,821.50</b>	<b>\$730,205.44</b>

## Projected Balance Sheet

	2024	2025	2026
<b>Assets</b>	<b>\$89,187.71</b>	<b>\$228,485.50</b>	<b>\$757,201.44</b>
<b>Current Assets</b>	<b>\$46,855.71</b>	<b>\$193,821.50</b>	<b>\$730,205.44</b>
Cash	\$46,855.71	\$193,821.50	\$730,205.44
Accounts Receivable	\$0	\$0	\$0
Inventory	\$0	\$0	\$0
Other Current Assets	\$0	\$0	\$0
<b>Long Term Assets</b>	<b>\$42,332</b>	<b>\$34,664</b>	<b>\$26,996</b>
Gross Long Term Assets	\$50,000	\$50,000	\$50,000
Accumulated Depreciation	(\$7,668)	(\$15,336)	(\$23,004)
<b>Liabilities &amp; Equity</b>	<b>\$89,187.72</b>	<b>\$228,485.50</b>	<b>\$757,201.42</b>
<b>Liabilities</b>	<b>\$68,640.66</b>	<b>\$35,347.14</b>	<b>\$0</b>
<b>Current Liabilities</b>	<b>\$33,293.52</b>	<b>\$35,347.14</b>	<b>\$0</b>
Accounts Payable	\$0	\$0	\$0
Income Tax Payable	\$0	\$0	\$0

	2024	2025	2026
Sales Tax Payable	\$0	\$0	\$0
Short Term Debt	\$33,293.52	\$35,347.14	\$0
<b>Long Term Liabilities</b>	<b>\$35,347.14</b>	<b>\$0</b>	<b>\$0</b>
Long Term Debt	\$35,347.14	\$0	\$0
<b>Equity</b>	<b>\$20,547.06</b>	<b>\$193,138.36</b>	<b>\$757,201.42</b>
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	(\$29,452.94)	\$143,138.36	\$707,201.42
<b>Check</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>

## Business Ratios

	Year 1	Year 2	Year 3	Industry profile
Sales Growth	4,35%	30,82%	63,29%	4,00%
<b>Percent of Total Assets</b>				
Accounts Receivable	5,61%	4,71%	3,81%	9,70%
Inventory	1,85%	1,82%	1,79%	9,80%
Other Current Assets	1,75%	2,02%	2,29%	27,40%
Total Current Assets	138,53%	150,99%	163,45%	54,60%
Long-term Assets	-9,47%	-21,01%	-32,55%	58,40%
TOTAL ASSETS	100,00%	100,00%	100,00%	100,00%
Current Liabilities	4,68%	3,04%	2,76%	27,30%
Long-term Liabilities	0,00%	0,00%	0,00%	25,80%
Total Liabilities	4,68%	3,04%	2,76%	54,10%

	Year 1	Year 2	Year 3	Industry profile
NET WORTH	99,32%	101,04%	102,76%	44,90%
<b>Percent of Sales</b>				
Sales	100,00%	100,00%	100,00%	100,00%
Gross Margin	94,18%	93,85%	93,52%	0,00%
Selling, General & Administrative Expenses	74,29%	71,83%	69,37%	65,20%
Advertising Expenses	2,06%	1,11%	0,28%	1,40%
Profit Before Interest and Taxes	26,47%	29,30%	32,13%	2,86%
<b>Main Ratios</b>				
Current	25,86	29,39	32,92	1,63
Quick	25,4	28,88	32,36	0,84
Total Debt to Total Assets	2,68%	1,04%	0,76%	67,10%
Pre-tax Return on Net Worth	66,83%	71,26%	75,69%	4,40%
Pre-tax Return on Assets	64,88%	69,75%	74,62%	9,00%
<b>Additional Ratios</b>				
Net Profit Margin	19,20%	21,16%	23,12%	N.A.
Return on Equity	47,79%	50,53%	53,27%	N.A.
<b>Activity Ratios</b>				
Accounts Receivable Turnover	4,56	4,56	4,56	N.A.
Collection Days	92	99	106	N.A.
Inventory Turnover	19,7	22,55	25,4	N.A.
Accounts Payable Turnover	14,17	14,67	15,17	N.A.
Payment Days	27	27	27	N.A.
Total Asset Turnover	1,84	1,55	1,26	N.A.
<b>Debt Ratios</b>				
Debt to Net Worth	0	-0,02	-0,04	N.A.
Current Liab. to Liab.	1	1	1	N.A.
<b>Liquidity Ratios</b>				
Net Working Capital	\$120 943	\$140 664	\$160 385	N.A.

	Year 1	Year 2	Year 3	Industry profile
Interest Coverage	0	0	0	N.A.
<b>Additional Ratios</b>				
Assets to Sales	0,45	0,48	0,51	N.A.
Current Debt/Total Assets	4%	3%	2%	N.A.
Acid Test	23,66	27,01	30,36	N.A.
Sales/Net Worth	1,68	1,29	0,9	N.A.
Dividend Payout	0	0	0	N.A.

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