


# BUSINESS PLAN [YEAR]




## Ice Vending Machine

Ice & Snow - Take it slow.

 John Doe

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# 1.

## Executive summary

Problem Definition & Validation

Objectives

Mission statement

Keys to success

Financial Highlights



TIP

Vendomatic is a large format self-service convenience business offering a wide range of consumer-packaged goods that include frozen and canned food and beverages. The company will distribute these products through strategically located vending machines, which primarily dispense ice cream.

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## Problem Definition & Validation

### Problem Analysis

#### Whom ?

Time starved working class individuals

#### Causes

More often than not, these individuals walk towards the closest vending machine for a quick snack fix. They just have time for a meal on the go, however being time-starved, they are unable to visit a cafe and order a healthy lunch.

#### Impact

There are 5 million vending machines in the United States. They are stocked with Funyuns and Snickers, Cool Ranch Doritos, and individually wrapped Duchess honey buns. Each of these snacks is packed with preservatives, sugar, and unhealthy fat resulting in obesity, chronic heart diseases. Today, individuals as young as 30 are suffering from chronic conditions. Healthy eating is one way to combat this.

## Solution



Vendomatic leverages the phenomenally popular vending machines to dispense healthy frozen meals, snacks, and beverages. These can either be consumed as is or be defrosted and cooked in the office microwave in just minutes.

## Solution Features





### **Healthy**

Meals and beverages offered by the company will be healthy and nutritious



### **Convenient**

Deployed at high traffic areas, near offices and schools, these machines will be easy accessible



### **Affordable**

The company will price its offering at market competitive prices so as to ensure the consumer does not opt for unhealthy snacks.

## Objectives



TIP

- To begin commercial operations in LA by Q1 2021
- To build a wide range of snacks, beverages, and meals to meet the increasing market requirement for healthy food
- To achieve a minimum of 10% growth in revenue annually

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### Short Term (1 -3 Years)

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TIP

- To gain a competitive edge within the country's ice vending industry marketplace by establishing a brand that is synonym with nutritious, healthy food
- To build a market reputation for superior networks, efficient services, and reliable delivery timelines during the forecast period

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### Long Term (3-5 years)

*Start writing here...*

## Mission statement



TIP

To gratify our customers with a unique vending experience providing quality, variety, price, and service across all our locations that include healthy frozen meats, sushi, cold beverages, and purified water ice.

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## Keys to success



### Automation

Minimising labour and employment costs through automation can boost productivity and efficiency but also offer convenience and



### Complete Meal

The company will offer a wide range of frozen meals and beverages making it easy for consumers to have their fill at one stop.



### Healthy

The company's offering is nutritious and healthy. Unlike other vending machine snacks, the Vendomatic only dispenses superior quality healthy meals



### Prompt delivery to market

The perishability of frozen meals makes timely delivery imperative for all growers in the market. Vendomatics local operations will allow the company to ensure prompt delivery to market.



### Access to Latest Technology

The latest technology can help profit margins and productivity, such as by maximizing water efficiency.



### Superior Marketing

The company has a defined target market that will allow it to effectively strategize its marketing efforts.

## Financial Highlights



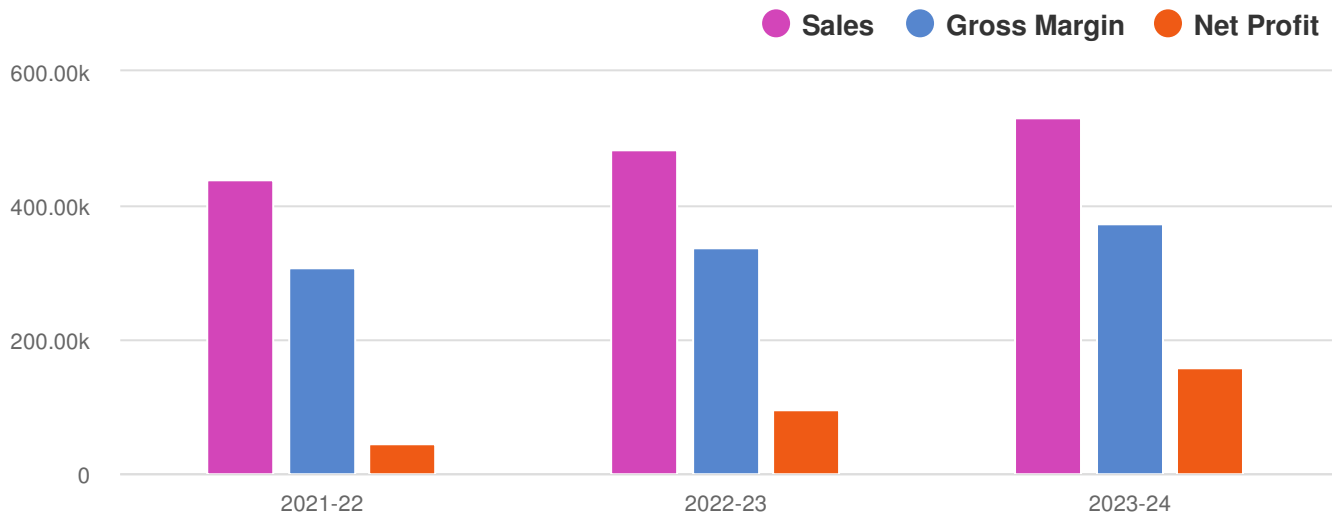
TIP

The company envisions raising an equity investment of \$50,000 through long-term borrowings, which will be used to set up and launch the business in the US. The company expects to maintain a gross margin of over 50% throughout the forecast period and steadily grow its revenues through active efforts in marketing, networking, excellent customer service,

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## Vendomatic - 5 Year Highlights



Financial Year	Sales	Gross Margin	Net Profit
2021-22	438937	307255.9	43893.7
2022-23	482830.7	337981.49	96566.14
2023-24	531113.77	371779.639	159334.131

# 2.

## Business overview

Company Ownership/Legal Entity

Location

Interior Operating Facilities

Hours of Operation

Startup summary



TIP

Vendomatic is a limited liability entity incorporated in the populous state of California. The company's primary business is to set up ice vending machines across the state that dispenses high-quality, slow-melting ice derived from three-stage filtered water.

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## Company Ownership/Legal Entity



TIP

The company will be registered as a limited liability entity with the Department of State. Further, since the company envisions setting up operations in California, it will also register with the local county. The business will be wholly owned and managed by the Founder Mr. Grant, who will also be the principal investor of the business.

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## Location



TIP

Vendomatic has chosen the most populous state in the United States to begin its ice vending operations. California is the country's golden State. Apart from its nearly 4 million population, the state falls on a coast with the climate almost balmy to hot all year around. The need for frozen drinks, beverages, and ice is high in this state of sun and sand.

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## Interior Operating Facilities



TIP

Vendomatic will be required to purchase vending machines of varying types that can dispense meals, beverages, and ice. Also required is a warehouse facility to store stocks, delivery vans to restock the machines, and an office space to house the admin staff. The warehouse must be large enough to allow the variety of meals to be ideally spaced and must c

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## Hours of Operation



**TIP**

Vendomatic will operate an 8-hour workday from 9 am to 5 pm. However, since the company will be required to manage the perishable stocks and ensure their safety, a security detail will be added to make sure there is a watch at all times.

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## Startup summary



**TIP**

The Founder will infuse a capital sum of \$1,200,000 into the company. Approximately £92,350 will be spent on a range of start-up expenses such as marketing, advertising, and professional fees. At the same time, another £602,000 will be earmarked for sales tax payment and the acquisition of vans, vending machines, and office equipment. The balance

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# 3.

## Products & Services

Ice Vending Machine

Range of Dispensable Meals

Quality





TIP

Oriental flavors are becoming increasingly popular the world over. Due in part to the rapidly growing Asian markets in terms of economy and population and also to the rising interest in bold, spicy flavors in the western regions.

A portion of this trend is also fuelled by the fact that Asia's conveniently located 24/7 ice and water vending machines make it easier than ever to bring ice to

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## Ice Vending Machine



TIP

Vendomatic provides fresh, high-quality ice and water with unparalleled convenience and value. This starts with the three-stage filtration and purification processes, ensuring that every ice and water vending machine dispenses clean, clear, fresh, cool water. The company's conveniently located 24/7 ice and water vending machines make it easier than ever to bring ice to

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## Range of Dispensable Meals

Vendomatic will dispense the following ready-to-eat meals



### Dim Sum

Lightly frozen, the plate of dim sum has to be microwaved to make a quick hot meal



### Dry Noodles

These noodles will only require hot water to become a healthy, filling lunch



### Frozen Meat

Pre-marinated and cooked, ready-to-eat meat portion will have a side of frozen peas and pulses to make wholesome meal with just a quick turn in the microwave



### Healthy Juices

A range of booster juices made from lemongrass, wheatgrass, kale and many other microgreens to offer an instance detox drink



### Bubble Tea

The most popular bubble tea in varying flavours for a quick evening snack



### Coffee

Coffee is ingrained in the American work culture. A range of black, cream and milk alternatives will be offered

## Quality



**TIP**

Vendomatic uses a three-stage Pure filtration and purification process to eliminate contaminants and give the cleanest, clearest water and ice possible. Different areas deal with different types of contaminants, and Vendomatic machines provide different types of filtration to eliminate them. From carbon filtration to reverse osmosis to ultraviolet disinfection

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# 4.

## Market Analysis

Market segmentation

Market Trends

Target market



TIP

The global vending machine market size was valued at USD 30.30 billion in 2018 and is expected to register a CAGR of 9.4% from 2019 to 2025. Growing demand for on-the-go snacks, drinks, etc., due to a hectic lifestyle. The growth can also be attributed to the machine's ability to deliver goods quickly, making it an extremely convenient option for consumers.

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## Market segmentation



TIP

Based on the application, the vending machine market is segmented into commercial places, offices, public places, and others. Office application accounts for the largest market share and will be the fastest-growing segment over the forecasted period. Growing corporate and manufacturing sectors across the globe are the key factor driving product

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## Application Insights

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TIP

Based on payment mode, the market is segmented into cash and cashless. Cash payment mode is estimated to be the largest segment over the forecasted period as the majority of the existing vending machines have cash as the only payment option as installation of devices featuring cashless options is relatively expensive. However, variable pricing fai

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## Payment Mode Insights

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TIP

North America is estimated to be the largest regional market over the forecasted period due to factors, such as changing lifestyles and high demand for Ready-to-Eat (RTE) meals. On the other hand, Asia Pacific is estimated to be the fastest-growing region from 2019 to 2025. Japan is the most lucrative country in the regional market. Growing commercial

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## Regional Insights

Start writing here...

## Market Trends



TIP

Technological innovations, such as face and voice recognition, interactive display system, and extensive data integration, making the product easier and more convenient to use will also have a positive impact on the demand. With such advancements, vending machines can now deliver custom-made food items, salads, etc. apart from hot and cold beverages

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## Target market



TIP

Vendomatic will strive to become an active choice of health-conscious individuals across the United States. Individuals looking to boost their health with healthy meals the fo will find the range of options available with the company attractive. Furthermore, a one-stop shop for all meals, beverages and ice makes Vendomatic an appealing choice for

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*Health Conscious Consumer*

### Demographics

Individuals living an active lifestyle who are on the go and do not have time to have a balanced diet

### Professional Role

Working individuals

## Customer persona



### Identifiers / Personality Traits

Health-conscious consumers living in urban areas have the means to bear the cost of the more expensive microgreens. They are educated and are aware of the various health benefits microgreens can offer. Furthermore, these individuals live a very busy life and don't often get the time to have a balanced meal. Hence, a serving of healthy meals can offer the nutrition they need to keep going.



### Goals

Live a healthy active life



### Challenges

Lack of time to eat a balanced diet

## Competitive Advantage



### **Price**

Automation in planting will help the company reduce its input costs which will reflect in its competitive pricing strategy



### **Oriental Cuisine**

All of the frozen ready to eat meals are of Asian origin offering a plethora of flavor and make a healthy choice



### **Organic**

All of the company's offerings are free of pesticides and other harmful chemicals making them 100% organic



### **Range of Food**

Along with ice, the vending machines will also dispense food, beverages, bubble teas and coffee

# 5.

## SWOT analysis



TIP

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 been conducted for Vendomatic and is presented below.

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## Strengths

1. The company benefits from extensive insight and market expertise.
2. The flexible and robust range of products ensures the company's capabilities to cater to a more significant market share.
3. The company is based in California, which contains the right weather conditions to support year-round demand
4. Strategic collaborations with restaurants enrich the products of the company

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## Weaknesses

1. An increasing number of competitors within the industry leads to market share erosion.
2. The company is relatively new to the US market, in which seasoned players dominate.
3. The high rate of competition within the industry and the fragmented nature of the market makes the sector price sensitive.

W

## Opportunities

1. Partnering with leading horticulturist providers to extend their market offering
2. Mr. Grant's skill in tactfully combining customer relationship management and supply networks to achieve an organizational goal opens up opportunities within challenging and risk intensive markets
3. The company possess the capabilities to extend its offerings globally

O

## Threats

- Competitors eroding the market
- Low barriers to entry
- Competitors poaching B2B clients
- Any change in the trading regulations of the country will impact the operations of the company

T



# 6.

## Strategy & implementation

Marketing and Promotion Programs

Positioning Statement

Sales Strategy

Pricing strategy



TIP

The company will predominantly rely on online advertising and lead generation strategies as many seeking logistic services first search online for information. As such, a full-fledged online marketing campaign will be launched inclusive of paid, social media, and website campaigns.

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## Marketing and Promotion Programs



TIP

Vendomatic is a necessity in high traffic regions. Hence marketing for the business will predominantly consist of spreading awareness of its health conscious offering. The ability to provide a full meal that can easily be prepared with the help of a microwave or a hot kettle, both of which are easily available in any office building.

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## Positioning Statement



TIP

The company seeks to carve a niche for its products in the US market by capitalizing on its healthy brand. Consumers are embracing more nutritional, healthy meals on the go. Leveraging this trend, the company will continue to market the provenance and quality of its products. Rising environmental awareness and concern over the environmental impact of fast food is another trend that the company will leverage.

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## Sales Strategy



TIP

Health-conscious individuals form the company's primary target market. While push marketing efforts will be deployed to reach these companies and make them aware of the range of services provided, pull marketing efforts will drive engagement for the company's product. These efforts will have an interlinked impact on the company's ROI as an increasing number of health-conscious individuals seek out healthy options.

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## Online Marketing Channels



### **Electronic Direct Mail Marketing**

Office buildings and employers will stand out prominently as viable marketing targets for this channel. Vendomatic will mail professionally designed materials with its value proposition to these companies and provide quotes for its range of vending machines



### **Social Media**

Millennials and consumers in general spend a considerable time browsing social media platforms. Reaching to them through this channel will be an effective way to capture attention and position its services.



### **Google Ad Campaigns**

The advertising will target specific keywords relevant to Vendomatic's offering

## Offline Marketing Channels



### Networking

Participate in leading consumers exhibitions and lifestyle 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.



### Referral

The company will offer referral discounts and packaged services to valued, regular clients



### Conferences


The company will participate in leading conferences and make their presence known through marketing materials and presentations

## Pricing strategy



**TIP**

Vendomatic will trade a range of microgreens. The direct cost is primarily attributable to the procurement cost of the produce plus transportation. This will allow the company to earn a margin of around 20% on each variety of meals.

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# 7.

## Operational Plan

Management Team

Personnel Plan

Milestones



The team will be headed by Managing Director Mr. Grant who will also oversee the company's operations. Joining Mr. Grant in the Management Team, the company will onboard an office, sales, potting, and shipping staff.

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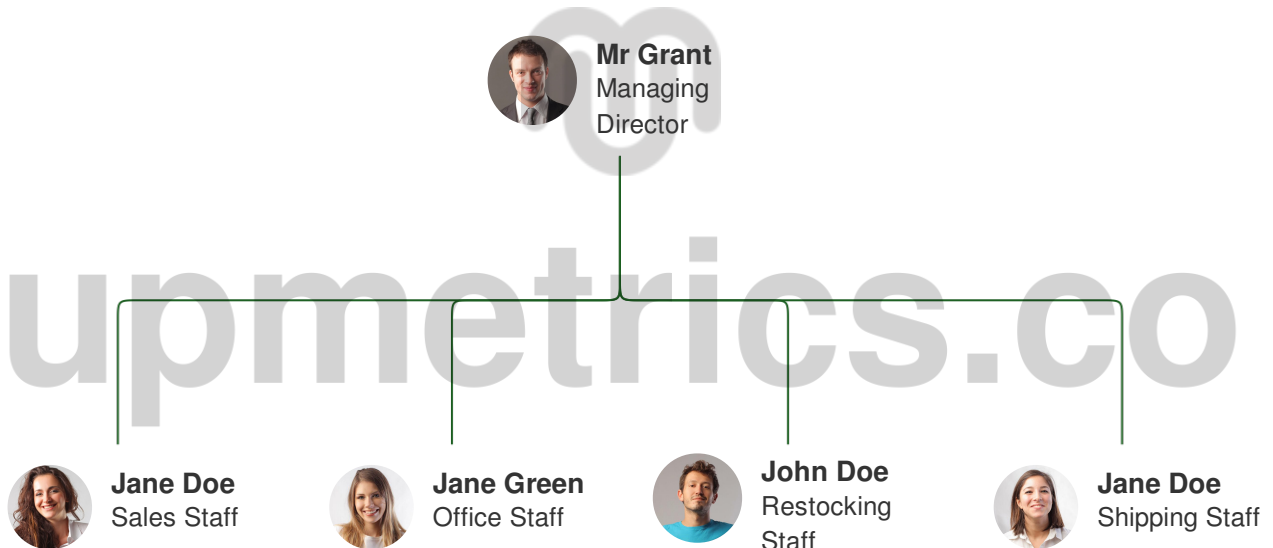
## Business Owners

100%



**Mr Grant**  
100 Shares

## Organization chart



## Management Team



Mr. Grant counts 20 years of administrative and management experience, taking on various business development activities during the period. His ability to attract key players and build strong and lasting business relationships enabled her to grow in capacity and responsibility. Recognized as a task-focused, interactive leader with meticulous attention

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# Personnel Plan



**TIP**

The company plans to create two full-time equivalent jobs within the first five years of operations.

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## Hiring plan

**20**

Filled

**5**

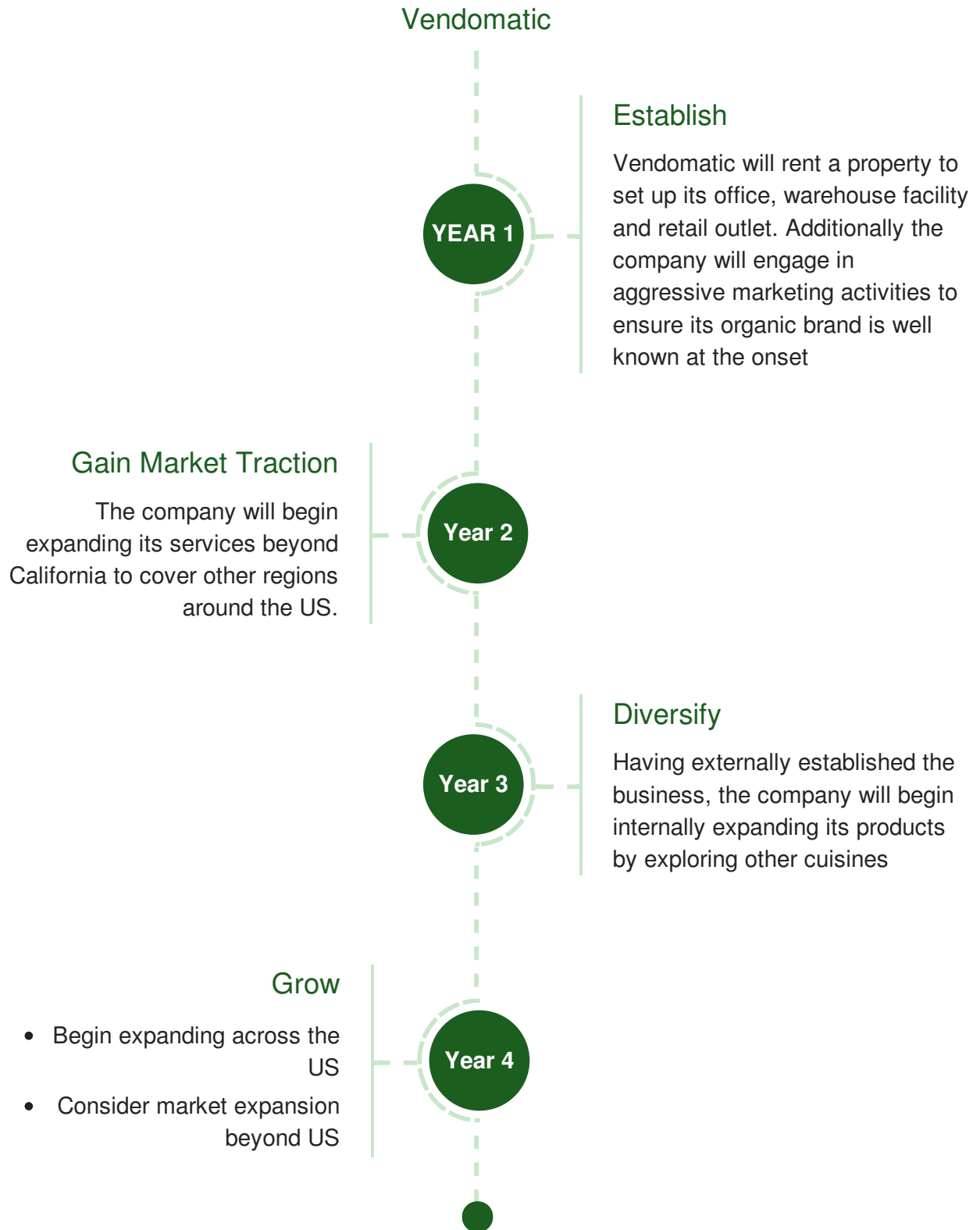
Hired

**25**

Open

Group By Department	Position Filled	Time of Hire	Time of Start	Filled On Time
Sales Staff	1 of 20	10 days	121 days	100%
Office Staff	3 of 23	30 days	21 days	80%
Potting Staff	4 of 15	158 days	127 days	0%
Shipping Staff	5 of 20	149 days	136 days	100%

# Milestones





# 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 Ice Vending Machine 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 incomes and expenses, and how will you recover investments from the profit, etc. So, you should focus on your financial plan if you want to expand.

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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

## Break-even analysis

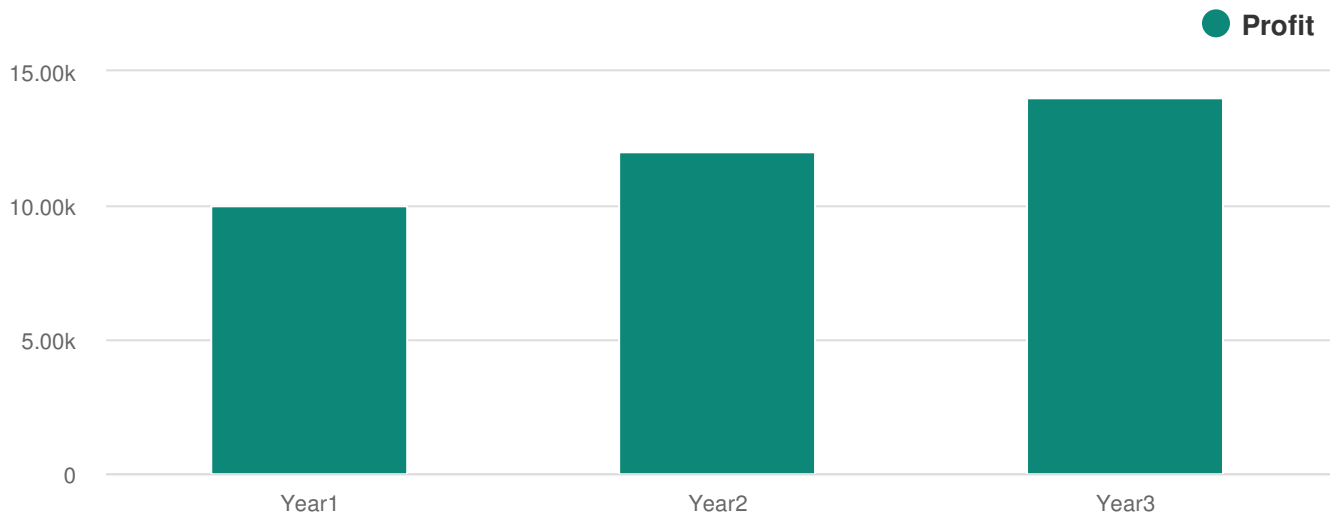
Monthly Units Break-even	5530
Monthly Revenue Break-even	\$159 740
<b>Assumptions:</b>	
Average Per-Unit Revenue	\$260,87
Average Per-Unit Variable Cost	\$0,89
Estimated Monthly Fixed Cost	\$196 410

## Projected Profit and Loss

	Year 1	Year 2	Year 3
<b>Sales</b>	\$309 069	\$385 934	\$462 799
Direct Cost of Sales	\$15 100	\$19 153	\$23 206
Other	\$0	\$0	\$0

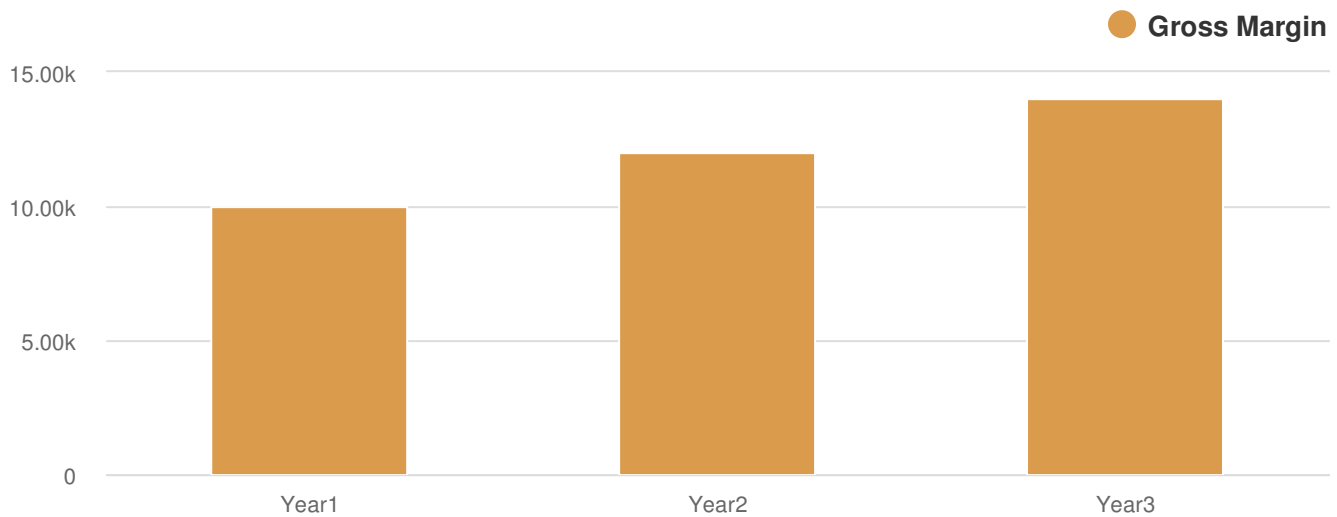
	Year 1	Year 2	Year 3
TOTAL COST OF SALES	\$15 100	\$19 153	\$23 206
Gross Margin	\$293 969	\$366 781	\$439 593
Gross Margin %	94,98%	94,72%	94,46%
<b>Expenses</b>			
Payroll	\$138 036	\$162 898	\$187 760
Sales and Marketing and Other Expenses	\$1 850	\$2 000	\$2 150
Depreciation	\$2 070	\$2 070	\$2 070
Leased Equipment	\$0	\$0	\$0
Utilities	\$4 000	\$4 250	\$4 500
Insurance	\$1 800	\$1 800	\$1 800
Rent	\$6 500	\$7 000	\$7 500
Payroll Taxes	\$34 510	\$40 726	\$46 942
Other	\$0	\$0	\$0
Total Operating Expenses	\$188 766	\$220 744	\$252 722
Profit Before Interest and Taxes	\$105 205	\$146 040	\$186 875
<b>EBITDA</b>	\$107 275	\$148 110	\$188 945
Interest Expense	\$0	\$0	\$0
Taxes Incurred	\$26 838	\$37 315	\$47 792
Net Profit	\$78 367	\$108 725	\$139 083
<b>Net Profit/Sales</b>	30,00%	39,32%	48,64%

## Profit Yearly



Financial Year	Profit
Year1	10000
Year2	12000
Year3	14000

## Gross Margin Yearly



Financial Year	Gross Margin
Year1	10000
Year2	12000
Year3	14000

## Projected Cash Flow

Cash Received	Year 1	Year 2	Year 3
<b>Cash from Operations</b>			
Cash Sales	\$40 124	\$45 046	\$50 068
Cash from Receivables	\$7 023	\$8 610	\$9 297
<b>SUBTOTAL CASH FROM OPERATIONS</b>	<b>\$47 143</b>	<b>\$53 651</b>	<b>\$59 359</b>
<b>Additional Cash Received</b>			
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$0	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$0	\$0	\$0
<b>SUBTOTAL CASH RECEIVED</b>	<b>\$47 143</b>	<b>\$53 651</b>	<b>\$55 359</b>
<b>Expenditures from Operations</b>			
Cash Spending	\$21 647	\$24 204	\$26 951
Bill Payments	\$13 539	\$15 385	\$170 631
<b>SUBTOTAL SPENT ON OPERATIONS</b>	<b>\$35 296</b>	<b>\$39 549</b>	<b>\$43 582</b>
<b>Additional Cash Spent</b>			
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$0	\$0	\$0
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$0	\$0	\$0
Purchase Other Current Assets	\$0	\$0	\$0
Purchase Long-term Assets	\$0	\$0	\$0
Dividends	\$0	\$0	\$0
<b>SUBTOTAL CASH SPENT</b>	<b>\$35 296</b>	<b>\$35 489</b>	<b>\$43 882</b>
<b>Net Cash Flow</b>	<b>\$11 551</b>	<b>\$13 167</b>	<b>\$15 683</b>

Cash Received	Year 1	Year 2	Year 3
Cash Balance	\$21 823	\$22 381	\$28 239

## Projected Balance Sheet

Assets	Year 1	Year 2	Year 3
Current Assets			
Cash	\$184 666	\$218 525	\$252 384
Accounts Receivable	\$12 613	\$14 493	\$16 373
Inventory	\$2 980	\$3 450	\$3 920
Other Current Assets	\$1 000	\$1 000	\$1 000
<b>TOTAL CURRENT ASSETS</b>	<b>\$201 259</b>	<b>\$237 468</b>	<b>\$273 677</b>
Long-term Assets			
Long-term Assets	\$10 000	\$10 000	\$10 000
Accumulated Depreciation	\$12 420	\$14 490	\$16 560
<b>TOTAL LONG-TERM ASSETS</b>	<b>\$980</b>	<b>\$610</b>	<b>\$240</b>
<b>TOTAL ASSETS</b>	<b>\$198 839</b>	<b>\$232 978</b>	<b>\$267 117</b>
<b>Current Liabilities</b>			
Accounts Payable	\$9 482	\$10 792	\$12 102
Current Borrowing	\$0	\$0	\$0
Other Current Liabilities	\$0	\$0	\$0
<b>SUBTOTAL CURRENT LIABILITIES</b>	<b>\$9 482</b>	<b>\$10 792</b>	<b>\$12 102</b>
Long-term Liabilities	\$0	\$0	\$0
<b>TOTAL LIABILITIES</b>	<b>\$9 482</b>	<b>\$10 792</b>	<b>\$12 102</b>
Paid-in Capital	\$30 000	\$30 000	\$30 000
Retained Earnings	\$48 651	\$72 636	\$96 621
Earnings	\$100 709	\$119 555	\$138 401
<b>TOTAL CAPITAL</b>	<b>\$189 360</b>	<b>\$222 190</b>	<b>\$255 020</b>
<b>TOTAL LIABILITIES AND CAPITAL</b>	<b>\$198 839</b>	<b>\$232 978</b>	<b>\$267 117</b>
<b>Net Worth</b>	<b>\$182 060</b>	<b>\$226 240</b>	<b>\$270 420</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%
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.

	Year 1	Year 2	Year 3	Industry profile
<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.
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.



# Want to make it more presentable?

## Want help tips on each section?

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