

Business Plan



Herrchen & Frauchen
CAFÉ FÜR HUNDELIEBHABER

Submitted by:

Eva Amend

Kathrin Woiwotka

INDEX

1	MANAGEMENT SUMMARY.....	4
2	PRODUCTS AND SERVICES	6
3	MARKET AND CUSTOMER ANALYSIS.....	8
3.1	MARKET OVERVIEW AND POTENTIAL	8
3.2	CUSTOMER SEGMENTATION	9
4	COMPETITION.....	12
5	MARKETING PLAN	16
5.1	OVERVIEW.....	16
5.2	POSITIONING.....	16
5.3	MARKETING ACTIVITIES.....	16
6	OPERATIONS	18
6.1	LOCATION.....	18
6.2	PERSONNEL PLAN	20
6.3	SUPPLIERS	22
6.4	COLLABORATION PARTNERS.....	22
6.5	LEGAL ENVIRONMENT.....	26
7	MANAGEMENT TEAM	27
8	RISK ANALYSIS.....	29
9	ACTION PLAN.....	31
10	FINANCIAL PLANNING	32
10.1	SALES FORECAST.....	32
10.2	BUDGET	34
10.3	LOANS AND INVESTMENTS	36
10.4	FINANCIAL STATEMENTS.....	38
11	REFERENCES.....	42

APPENDIX	43
A. NOTES FOR THE FINANCIAL CALCULATIONS	43
B. FINANCIAL PLANING BEST CASE	45
C. FINANCIAL PLANING WORST CASE	48
D. CURRICULUM VITAE KATHRIN WOIWOTKA	52
E. CURRICULUM VITAE EVA AMEND.....	54
F. CALCULATIONS FOR THE COSTS OF OUR PRODUCTS	56

1 MANAGEMENT SUMMARY

Dog owners and their four-legged friends, who live in a city or in agglomerations, often face problems in everyday life. Dogs need to be leashed in public, have not enough possibilities to run free and complaints about noise pollution are very common. All this leads to a situation where dog owners are discriminated and socially excluded.¹

Therefore, the dog café Herrchen & Frauchen LLC offers an optimal place where dog owners and their friends could spend time with their dogs unhampered by regulations. While the owners could relax having a coffee or enjoying a piece of self-made cake, their dogs could taste a freshly baked cookie and make friends with other dogs visiting the café. Among this, the café also offers breakfast menus, lunch and supper meals as well as a variety of drinks. With the aim to build up a community based on this unique hospitality, informational events about specific dog-related topics held by experts are organized. Thus, also people who think about having a dog in the future will be attracted as clients.

The café will be managed by the owners Kathrin Woiwotka and Eva Amend, who both hold an equal share of 35% in Herrchen & Frauchen LLC. External investors will hold a 30% share. The management team is supported from one kitchen assistant and one student working as service assistant.

Herrchen & Frauchen is located in Basel, Switzerland in a favorable position for dogs, next to a park or green space. With an amount of 150m² on the ground floor as well as an infrastructure aligned with the concept, the location offers optimal conditions to satisfy our customers. Due to the unique combination of:

- a homely café which appreciates dogs
- home-made dog treats
- and informational events on dog-related topics

¹Schweizer Tierschutz STS (2012, p. 2)

an unforgettable experience for dog owners and dog lovers in every age group will be offered. With this innovative gastronomy concept and a clever marketing strategy we want to be the first choice café for dog owners and dog lovers in the Basel area.

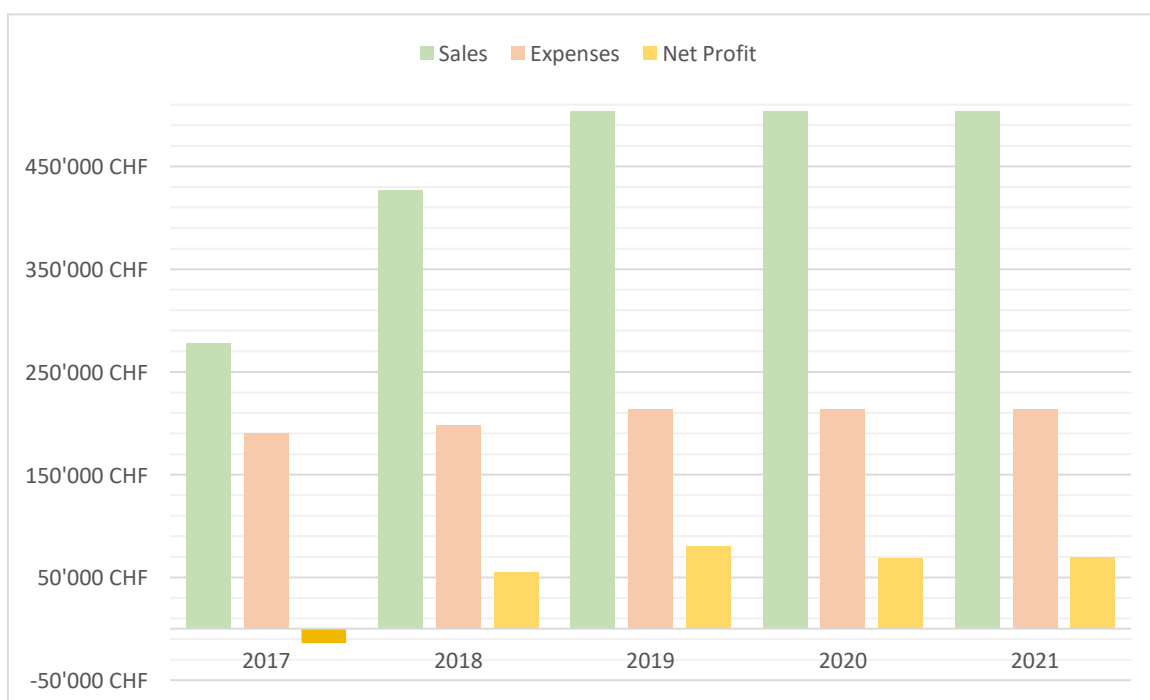
For the funding of Herrchen & Frauchen the required capital is estimated to be CHF 115'000.

The funding sources are planned as follows:

- Owners' investment 17.39%: CHF 20'000
- Investment of family & friends 21.74%: CHF 25'000
- Investment of Business Angel 26.09%: CHF 30'000
- Bank Loan 34.78%: CHF 40'000

The loan will be repaid through operating income over a three year amortization. Family and friends will be repaid on an annual basis of CHF 5'000, starting in year three. In year four the Business Angel's repay will be started with an annual amount of CHF 10'000. The forecast indicates the business to be profitable in the second year of operation.

FINANCIAL HIGHLIGHTS BY YEAR



2 PRODUCTS AND SERVICES

Herrchen & Frauchen is a café where dogs are not only allowed but also appreciated. It is located in Basel, in the area around a park or a green space. It is planned to offer typical food and beverages, such as coffee specialties, tea, soft drinks, wine, beer, and freshly baked cakes and cookies. Besides that, breakfast, snacks and small lunch and supper meals are served. Furthermore, the café provides self-made cookies and snacks especially for dogs.

Range of drinks and foods:

9:00 am - 03:00 pm broad breakfast offer

12:00 am - 07:00 pm small meals like e.g. wraps, salads, soups...

From 03:00 pm homemade cake will be served along with coffee

Homemade dog treats will be served during the whole opening hours.

The products used in the kitchen are of very good quality, have an organic certification and are, if possible, from suppliers of our region. Hence, it can be ensured that the freshly prepared food is predominantly seasonal and healthy. To ensure high quality standards all employees would be trained regarding quality criteria, receipt of goods and warehousing.

The opening hours are determined as follows:

- Saturdays & Sundays: 09.00 am - 07.00 pm
- Thursdays: 09.00 am - 07.00 pm
- Fridays: 03.00 pm - 07.00 pm

On Thursdays we target specific customer groups. In the morning it is planned to open for dog owning housewives and mothers, and in the afternoon having a dog owning seniors' event to build up a community. There visitors can exchange their knowledge and tips about dogs. Besides that it is planned to organize expert talks about special dog related topics. Thereby experts can be dog trainers, veterinarians, dog nutritionists and much more. The informational events take place once a month on a Saturday while offering breakfast. The topics will be divided into special fields so that dog owners as well as potential future dog owners feel attracted.

To save personnel costs and to offer a fast service, we consider self-service in the café. Thereby we are also able to calculate prices which are in favor of our customers.

With our combination of café, dog bakery and the informational events we aim to build a community where dog owners and dog lovers feel comfortable and have the opportunity to exchange opinions and experiences.

3 MARKET AND CUSTOMER ANALYSIS

3.1 MARKET OVERVIEW AND POTENTIAL

The company is settled in the gastronomy sector in a unique niche since the café is especially addressing dog owners and dog lovers. In Switzerland there are about 28.000 gastronomic businesses, whereas about 600 are registered in the canton Basel-Stadt². Compared to more touristic regions like Ticino, Valais and Grisons, Basel-Stadt has a very low gastronomic density, which concludes that the competition in the selected region might be not that tough.

In 2014 Swiss people spent on average 2'789 CHF for food and drinks. The out-of-home consumption is considered to be more important in conurbations than in rural cantons, which makes the location in Basel-Stadt strategically valuable. For the café it is interesting that breakfast, sandwiches and sweet dishes have been consumed the most out-of-home in 2014 after meat and side dishes. Concerning sweet dishes consumed, the most popular have been ice cream, mousse, pudding and cakes. The most consumed out-of-home drinks have been identified to be coffee, tea and milk drinks, as well as mineral water and sweet beverages.³

Due to the fact that the out-of-home consumption in Switzerland is decreasing it is important for the café to have a unique selling proposition. This unique selling proposition can be achieved on the one hand by addressing especially dog owners and dog lovers and on the other hand by establishing a unique customer experience. This unique customer experience can be offered by treating dogs in an extraordinary way through e.g. offering handmade and healthy dog treats, providing cozy dog cushions, etc. The aim is to value the man's best friend by allowing him to enjoy a café visit with his master or mistress without having to stay and wait outside.

Whereas the number of dogs in Switzerland remained about the same from 2000 to 2009 it is constantly increasing since 2010.⁴ If this trend remains, in some cantons will soon be more

² Gastrosuisse (2009, p.8)

³ Gastrosuisse (2015)

⁴ Kanton Basel-Stadt (2015)

dogs than children under 7 years.⁵ This implies that dogs are partly seen as children substitute and so dogs' economic factor should not be underestimated.

The market volume was calculated using the data of registered dogs of the Animal Identity Service⁶. As our main target group are dog owners we assumed that one dog owner would be accompanied by e.g. his/her spouse or one friend, etc. So, we duplicated the amount of registered dogs to get the market potential. Then we calculated how many potential customers we would actually reach. From those 27'135 we assumed that they visit our café on average 1.5 times per month and each person would spend CHF 12. So, adding it up we calculated to have a market volume of CHF 5'861'203.

MARKET VOLUME

	Dogs per 1000 inhabitants	Registered dogs	Dog owner + 1 companion	Share	Reachable dog owners with companion
Basel-Stadt	27	5'087	10'174	60%	6'104
Basel Land	66	18'204	36'408	40%	14'563
Lörrach District	97 ⁷	16'169	32'338	20%	6'468
Reachable customers					27'135
Reachable customers in percent					34,38%
Average visits per months					1,5
Average spendings p. person					CHF 12
Monthly spendings p.person					CHF 18
Market volume in the region					CHF 5'861'203

3.2 CUSTOMER SEGMENTATION

Our target group consists of two different market segments:

- People who own a dog
- People who think about having a dog in the future

The main target group (80%) consists of dog owners who enjoy being with their dogs. Due to the problem of taking their dogs with them to public places such as cafés or restaurants,

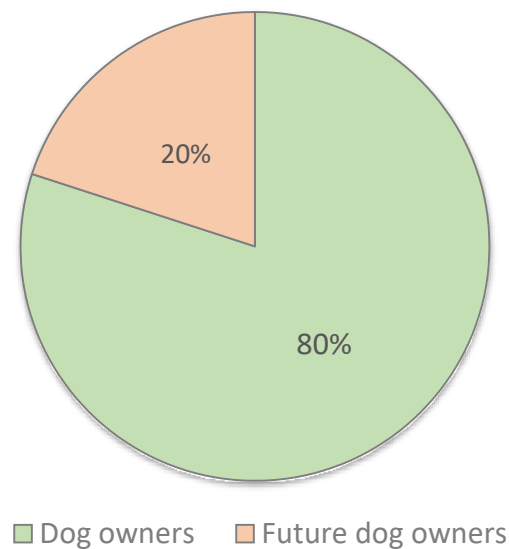
⁵ Aargauer Zeitung (2012)

⁶ ANIS (2013, p.13)

⁷ Estimated on the basis of registered dogs in whole Germany

they value possibilities where taking dogs with them is allowed. A study revealed that many dog owners in Basel wish to have fewer locations with the requirement to keep their dogs on a leash. Furthermore dog owners would like to have more training courses.⁸ That's why dog owners are characterized in generally being interested in sharing their experiences with other dog owners and learning new things through communication and networking.

The second target group (20%) consists of people who think about having a dog in the near future. The so called future dog owners are interested in dog related topics, especially concerning acquiring a dog and how to keep a dog. This group is interested in building a network with dog owners and other future dog owners who share the same interests.



Our potential customers of both groups live in the cantons Basel-Stadt and Basel-Land and in the adjacent part of Germany, Lörrach district.

The purchasing power of our potential customers is very high as most dog owners are located in the high income sector. It is estimated that the expenses for dogs make up 0.1 % of GDP. A study of Kantons- und Stadtentwicklung Basel-Stadt revealed that Basel's dog owners spend on average 148 CHF per month for their dogs.⁹

Although for the overall café a demographic segmentation is irrelevant, it becomes significant concerning the service of informational events we provide. As dog owners and future dog owners might be interested in different topics according to their age, it has been decid-

⁸ Munck (2013, p. 95)

⁹ Munck (2013, p. 25)

ed to do a generation-oriented segmentation in this field of our business. So, for the service of informational events we want to differentiate between Pre-Baby Boomers, Baby Boomers, Generation X and Generation Y. This segmentation refers to different interests and needs of each generation. Furthermore, this segmentation will be used in the field of our marketing activities to attract all potential customers according to their behavior.

The topics we want to cover in our informational events will be chosen according to the needs and interests of each generation listed in the table below:

	Dog owners	Future dog owners
Pre-Baby Boomers Age: 70+	<ul style="list-style-type: none"> • balanced diet for dogs • staying active with dog • illness and health 	
Baby Boomers Age: 57 - 70	<ul style="list-style-type: none"> • balanced diet for dogs • staying active with dog • illness and health • dog education/training 	
Generation X Age: 36 - 56	<ul style="list-style-type: none"> • balanced diet for dogs • illness and health • dog education/training • dogs in families and dogs with children • dogs with other pets • new studies 	<ul style="list-style-type: none"> • where to buy a dog • which dog to buy • dogs from animal shelters • costs for a dog • different breed of dogs • balanced diet for dogs • dog equipment
Generation Y Age: 17 - 36	<ul style="list-style-type: none"> • balanced diet for dogs • illness and health • dog education/training • different training methods • dog activities (e.g. agility) • new studies 	

4 COMPETITION

Direct competitors of the café would primarily be other dog cafés, respectively cafés with similar product and service offers for the same market segment. Cafés belonging to direct competitors could not be identified in Switzerland. However, a café especially for dogs already exists in Mannheim, Germany. Other direct competitors in the adjacent countries could not be identified, since dog cafés are more popular in the United States, Canada and Asian countries.

The indirect competitors of the café can be classified into three groups. The first group is cafés where dogs are tolerated but dog treats and a special dog service is missing. The second group is bakeries that sell dog treats, and the third group consists of institutions and organizations that organize public events about dog related topics.

It is assumed that dog owners taking their dogs on a walk want to rest in a café nearby and therefore choose a café next to dog friendly locations. Thus, only cafés near the area of Horburgpark or Schützenmattpark and along the Rhine banks near the dog swim zone are further analyzed as indirect competitors as the café will be established in one of those areas next to park areas.

By identifying cafés tolerating dogs as a group of indirect competitors we chose to focus on cafés which are located within a radius of max. 1.5 km to the Horburgpark or Schützenmattpark.

Indirect Competitors – Cafés tolerating dogs

LA DIVA	Café with coffee specialties and cakes, cookies and snacks. Dogs are tolerated but not provided with water or treats. Ca. 1 km to Schützenmattpark.	Cafe LaDiva Ahornstrasse 21 CH-4055 Basel www.cafe-ladiva.ch
RADIUS 39	Café with coffee specialties and cakes, snacks and small dishes. Products are locally produced. Dogs are tolerated but not provided with water or treats. Closed Monday and Sunday. Located directly next to Schützenmattpark (290m).	Radius 39 Wielandplatz 8 CH-4054 Basel www.radius39.com
CAFÉ SMILLA	Offers coffee specialties, pralines, snacks, and small dishes. Dogs are tolerated but not provided with water or treats. Not open Sunday and Monday. Nordic style. Ca. 1,2 km to Schützenmattpark	Café Smilla Grimselstrasse 1 CH-4054 Basel www.smilla.cafe

FRÜHLING	Café with coffee specialties and cakes, cookies and snacks. Dogs are tolerated but not provided with water or treats. Ca. 1 km to Horburgpoark	Frühling Klybeckstraße 69 CH-4057 Basel www.cafe-fruehling.ch
GEMEINSAM CAFÉ	Offers coffee specialties, brunch and vegetarian lunch. Organized from Caritas. Dogs are tolerated but not provided with water or treats. Ca. 800 meters to Horburgpark	Gemeinsam Café Markgräflerstr. 14 CH-4054 Basel www.gemeinsamcafe.ch
SMUK	Café Bar which offers coffee, tea, cocktails and other alcoholic drinks. Dogs are tolerated but not provided with water or treats. Closed Monday. Ca. 1,3 km to Horburgpark	Smuk Coffee Bar Feldbergstraße 121 CH-4057 Basel www.smuk.bar

In Switzerland only four dog bakeries as the second group of indirect competitors could be identified. They deliver dog treats and cookies through online shops.

Indirect Competitors - Dog Bakeries

HUND & KEKS	Dog treats and cookie configurator Online shop for Swiss customers	Hund & Keks Seestrasse 13a CH-9320 Arbon www.hundundkeks.ch
HÖV HÖV	Dog treats Online Shop for Swiss customers. Retail shops in Slovenia, Croatia, Serbia, Italy. Soon opening in Luzern.	Hundebäckerei Dorf 3 CH-6027 Römerswil www.hunde-baeckerei.ch
BELLO BECK	Dog treats Online Shop for Swiss customers	Bello Beck Hauptstrasse 61 CH-9553 Thurgau www.bellobeck.ch
HUNDE LECKERLILAND	Dog treats Online Shop for Swiss customers	Hunde Leckerliland Südstrasse 11 CH-8180 Bülach www.hunde-leckerliland.ch

The last indirect competitor could be identified as associations such as pet obedience schools, dog trainer or experts, who amongst others offer informational events about dog related topics. We chose to focus on associations within a radius of max. 60 km.

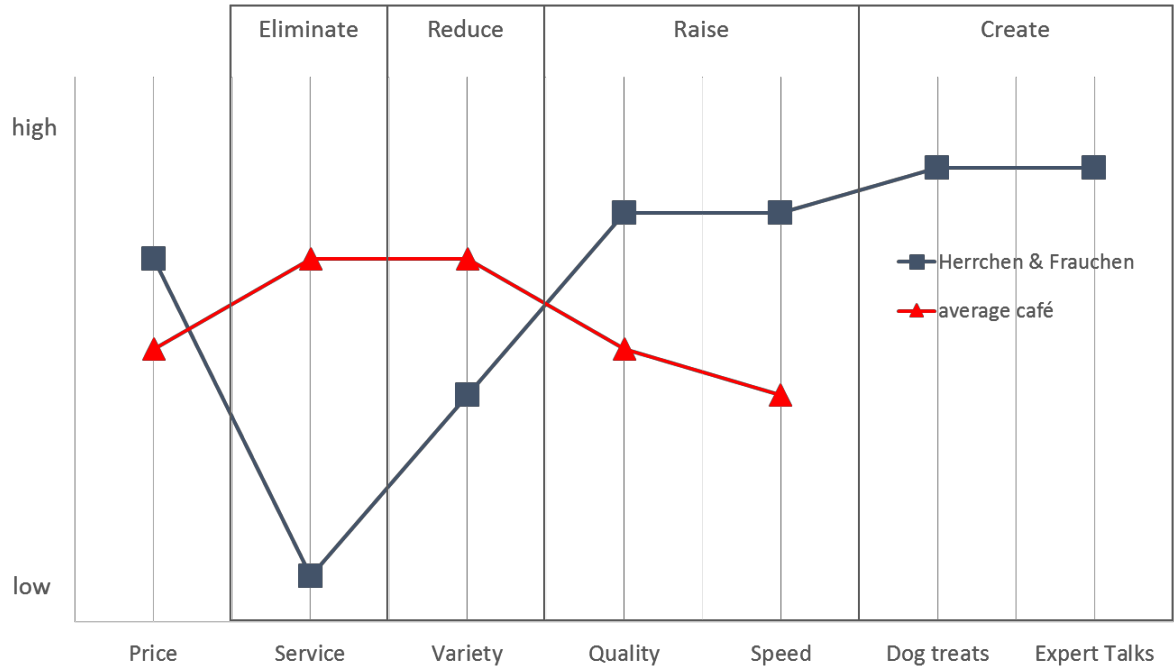
Indirect Competitors – Public events about dog related topics		
TIERSCHUTZ BEIDER BASEL	Animal welfare organization which offers different trainings, workshops and events about dog related topics.	Tierschutz Beider Basel Tramstraße 66 CH-4142 Münchenstein www.tbb.ch
TRIPLE S AUSBILDUNGS-ZENTRUM	Training center for dogs that offers trainings, workshops and seminars about different dog trainings.	Triple-S Ausbildungszentrum Berghaus Oberbölchen CH-4458 Eptingen www.triple-s.ch
BOXER-KLUB E.V.	Registered society that offers training possibilities and events around 'Boxer' (Dog breed).	Boxerclub Lörrach Binsenmattweg 10 D-79539 Lörrach www.bk-loerrach.de
ACTIVE MANTRAILING	Training center that offers workshops and seminars about man trailing (special training method).	Active ManTrailing H.-Zapfweg 15 D-79576 Weil am Rhein www.active-mantrailing.de

Indirect Competition of the café would be potential customers, such as dog owners and dog lovers staying at home and informing themselves about dog related topics using the internet, books or magazines. Indirect competition would also refer to dog owners who are baking dog treats at home, or even not feeding their dogs with handmade dog treats.

Due to the digitalization, new channels emerged where people have the opportunity to easily inform themselves about topics of interest. Those channels potentially are dog trainers having their own YouTube-channel, dog owners sharing their experience in blogs and on webpages, and furthermore television channels showing series about dog keeping. Traditional and new media decrease the barrier for our potential customers to stay informed about dog related topics or instructions of dog nutrition in general.

It could be concluded, that no direct competitor in the surrounding region of Basel-Stadt combining handmade dog treats with café experience and dog-related informational events exist. Hence, we identified ourselves as pursuing the blue ocean strategy. As we offer regional and organic products our prices will be a little bit higher than in traditional cafés. The variety of our products is furthermore reduced compared to an average café, but the quality and speed is raised due to organic ingredients and self-service. Finally, what will make our

business idea unique is the offering of homemade dog treats and the service of experts talking about dog specific topics. This combination is seen as successful for establishing a unique selling proposition and further prosperous existence.



5 MARKETING PLAN

5.1 OVERVIEW

Our marketing strategy is to reach a certain degree of brand awareness, to stand out against the competition and to build up a loyal customer base. Therefore a marketing strategy well organized and aligned to the customer requirements is indispensable. Hence, the channels where we aim to reach our potential customers have to match with the geographic and generation-oriented segmentation covered in chapter three.

5.2 POSITIONING

For dog owners, Herrchen & Frauchen will offer the best location around Basel. Moreover, the cozy atmosphere, the healthy and home-made cookies and cakes for visitors, as well as for their dogs will provide a unique experience for our customers. Thus, the strategy of the café is to offer a fair price-performance ratio that allows customers to enjoy local products of high quality for an affordable price.

5.3 MARKETING ACTIVITIES

Our marketing activities will concentrate on the area around Basel. Thereby it has to be considered, that our potential customers should be appealed differently. First of all, potential customers belonging to generation Y and X will be reached predominantly by digital media. Instead potential customers belonging to baby boomers and the generation before will be reached by print media. For this reason different channels have to be covered in our marketing activities to target our customers.

Generation X and Generation Y

- social media
- website
- digital animal magazines

Baby Boomers and Pre-Baby Boomers

- press releases
- newspaper articles
- newspaper advertisings
- Flyers at veterinarians, dog shelters, etc.
- animal magazines

Due to the very regional orientation and limited budget we decided to especially focus on creating an own page on Facebook and creating an own website. For the elderly generation we decided to focus on press releases and advertising on a monthly basis in the Basler Zeitung. Moreover we will place around 3500 flyers per month and 30 posters per quarter at veterinarians, dog shelters, dog obedience schools and pet supply trades located in the Basel area.

Furthermore, it is planned to organize an opening celebration where media representatives, friends and family, local celebrities, animal shelters, veterinarians, dog breeders, dog trainers, dog obedience schools and future suppliers will be invited. Potential customers will be invited throughout local newspaper advertisements and flyers placed at our partners (veterinarians, dog training schools, etc.).

Covering all arising expenses for marketing activities for starting the business in 2017 an amount of CHF 8'264 is calculated. For further marketing activities an amount of CHF 2'104 is incurred each year.

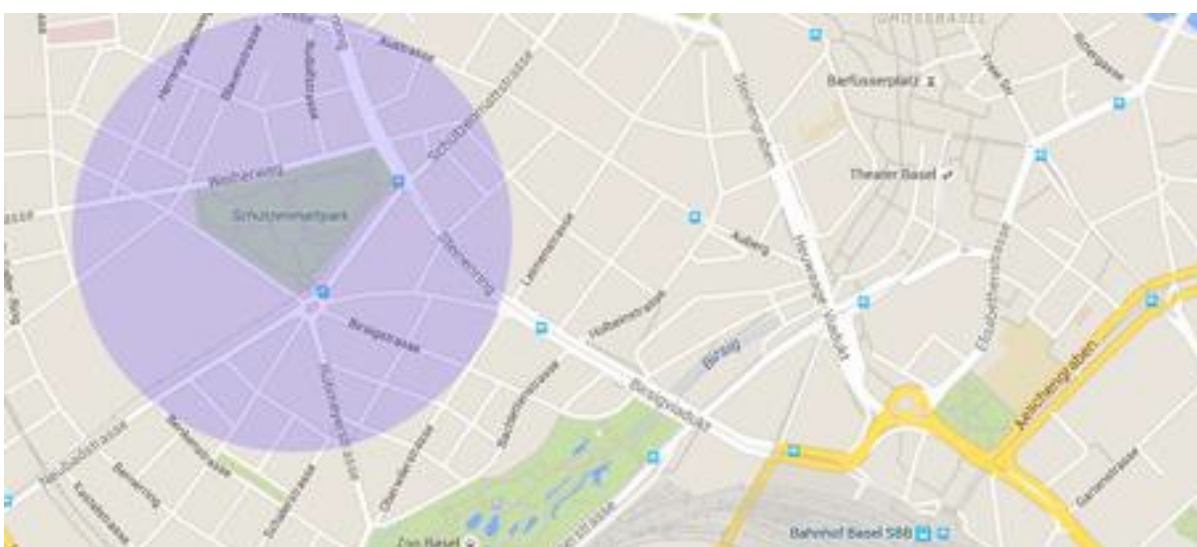
MARKETING BUDGET

	2017	2018	2019	2020	2021
Invitation Letter	CHF 100	CHF 0	CHF 0	CHF 0	CHF 0
Newspaper	CHF 1'210	CHF 50	CHF 50	CHF 50	CHF 50
Flyer	CHF 1'800	CHF 1'800	CHF 1'800	CHF 1'800	CHF 1'800
Poster	CHF 254	CHF 254	CHF 254	CHF 254	CHF 254
Website	CHF 5'000	CHF 0	CHF 0	CHF 0	CHF 0
Total	CHF 8'264	CHF 2'104	CHF 2'104	CHF 2'104	CHF 2'104

6 OPERATIONS

6.1 LOCATION

For the dog café it is planned to rent a location near to a park or a green space in Basel. Because the area should be dog friendly and easy to arrive at the same time, we will either plan to rent a location in the area around the Horburgpark (Basel, Klybeck) or next to the Schützenmattpark (Basel, Bachletten). It is expected that at these locations dog owners are frequently present, also because the Horburgpark offers a dog playground, where dogs can play and romp around.



The amount of space of our café will be approximately 150 m² plus terrace or outdoor area. Therefore, it is important to find a location on the ground floor. Appropriate to this amount of space which is needed for the café it is assumed to have a monthly rent of CHF 5'000.

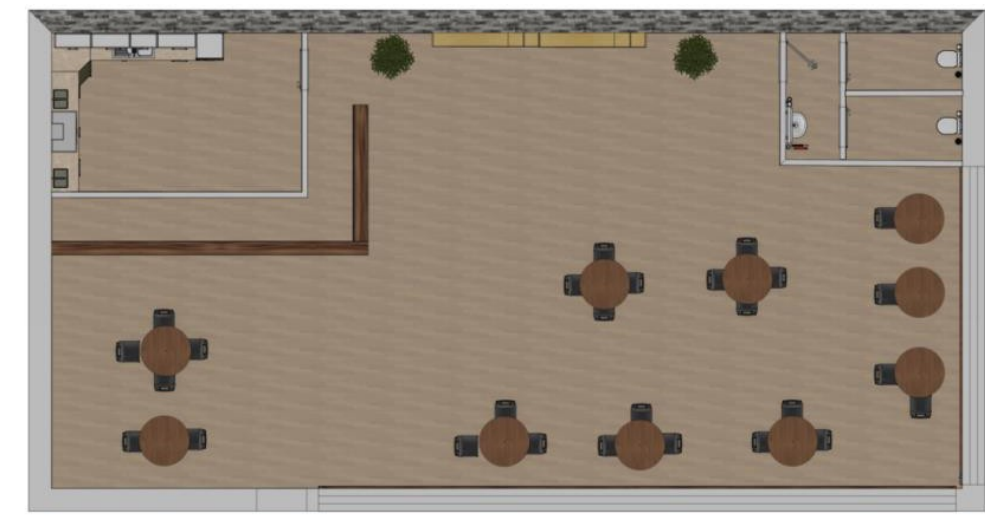
The investments for the location consist of the reconstruction, buying the kitchen equipment as well as dishes and cutlery and furthermore a projector for the informational events. The costs are assumed as follows:

INVESTMENTS FOR LOCATION

	2017	2018	2019	2020	2021
Reconstruction & Furniture	CHF 12'000	CHF 0	CHF 0	CHF 0	CHF 0
Kitchen Equipment	CHF 40'000	CHF 0	CHF 0	CHF 0	CHF 0
Dishes & Cutlery	CHF 8'000	CHF 0	CHF 0	CHF 0	CHF 0
Projector	CHF 500	CHF 0	CHF 0	CHF 0	CHF 500
Total	CHF 60'500	CHF 0	CHF 0	CHF 0	CHF 500

To guarantee a comfortable stay in the café with enough space for the visitors and their dogs, the seating capacity is about 30 seats. With 32 opening hours per week we have a maximum capacity of 48'960 clients per year (under the assumption that customers stay on average one hour per visit). Our reachable customers would count 40'703 under the assumptions that our customers visit us 1.5 times per month. Although our maximum capacity exceeds our market volume, we decided for a seating of 30 to have enough capacity in rush hours.

All information regarding the ground plan as well as the infrastructure can be extracted from the pictures below.





6.2 PERSONNEL PLAN

Herrchen & Frauchen will be managed by the owners Kathrin Woiwotka and Eva Amend. Both are equally responsible for the management of the café with a particular workload of 100%. However, they will not be paid a 100% salary in the first years. Thus, in the first year the owners receive a 55% salary (gross monthly income of CHF 2'063) to make a living. The salary in the next years will increase by 15% per year until the owners reach a 100% income of monthly CHF 3'750 before taxes in year four. Additional compensation will be decided based on the profits.

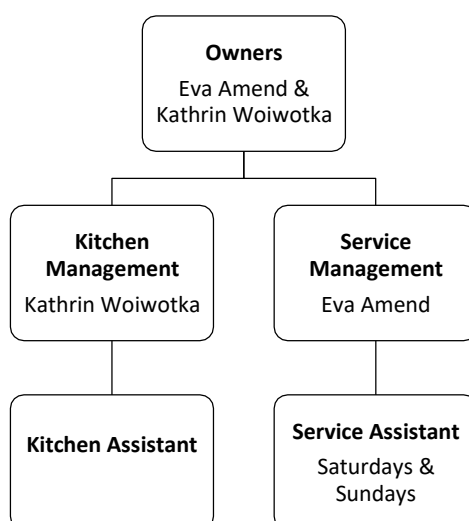
It is planned to hire one kitchen assistant to help preparing food, baking cakes, and dog treats and one service assistant to clear up and who supports the service manager. The kitchen assistant will cover Thursdays, Friday afternoons, Saturdays and Sundays with a

workload of 80%, whereas the service assistant will cover Saturdays and Sundays with a workload of 40%.

The service assistant will be a student who is able to work besides his/her studies. However, both employees should have previous knowledge in the gastronomy sector. To recruit the right employees it is planned to post the jobs on well-known websites and online job markets in Switzerland. Especially websites for gastronomy jobs and websites for students such as unibas.ch will be used.

Due to the low rate of wage increases in the gastronomy industry and the fact that especially students have short job tenures, it is not planned to increase wages in the first years.

The social insurance is planned to be 15%.



REPORT SALARY COSTS

	2017	2018	2019	2020	2021
Kitchen Assistant	CHF 30'701	CHF 30'701	CHF 30'701	CHF 30'701	CHF 30'701
Kitchen Management	CHF 24'750	CHF 31'500	CHF 38'250	CHF 45'000	CHF 45'000
Service Assistant	CHF 15'744	CHF 15'744	CHF 15'744	CHF 15'744	CHF 15'744
Service Management	CHF 24'750	CHF 31'500	CHF 38'250	CHF 45'000	CHF 45'000
Total Salaries	CHF 95'945	CHF 109'445	CHF 122'945	CHF 136'445	CHF 136'445
Social Insurance	CHF 14'392	CHF 16'417	CHF 18'442	CHF 20'467	CHF 20'467
Total Gross Salaries	CHF 110'337	CHF 125'862	CHF 141'387	CHF 156'912	CHF 156'912

6.3 SUPPLIERS

As already mentioned the dog café Herrchen & Frauchen aims to offer local and seasonal products of high quality. Due to that the following suppliers have been chosen:

Supplier	Business area	Delivered goods	Contact
RUPP GETRÄNKE AG	Beverages	Soft drinks/Juices Beer Wine Water	Rupp Getränke AG Challstrasse 18 CH-4116 Metzerlen www.rupp-metzerlen.ch
SUTTER AG	Bakery products	Rolls Bread	Sutter AG Rosentalstrasse 28 CH-4023 Basel www.sutterbegg.ch
EICHE METZGEREI	Butchery	Meat products	Eiche Metzgerei + Party-Service AG Hirzbodenweg 124 CH-4052 Basel www.eiche-metzgerei.ch
BERTSCHI-CAFÉ	Coffee online shop	Coffee organic and fair trade	Fritz Bertschi AG Rührbergstrasse 13 CH-4127 Birsfelden www.bertschi-cafe.ch
LINDENHOF FAMILIE GRIEDER	Bio-farm	Meat Eggs Milk Other fresh products	Lindenhof Etterweg 8 CH-4148 Pfeffingen www.linden-hof.ch
ÖPFELCHASPER	Fruits and Vegetables	Fruits Vegetables	Öpfelchasper Hardturmstrasse 171 CH-8005 Zürich www.oepfelchasper.ch

6.4 COLLABORATION PARTNERS

For the informational events taking place monthly on a Saturday the dog café Herrchen & Frauchen strives for cooperation with different partners around Basel. To ensure a broad spectrum of topics it is planned to find experts from different associations, who are able and willing to share their knowledge and their experience with the customers of the café.

We will charge a fee of CHF 10.00 per visitor for our informational events. This fee will be directly transferred to our collaboration partners as a compensation for their efforts and time. Our café will however benefit through the breakfasts and drinks ordered during the event. Moreover, we will benefit through the advertising as our collaboration partners will

promote us. Our collaboration partners will also benefit from advertising at our café. In the opening month it is planned to organize four events on each Saturday.

As first collaboration partners the café tries to convince dog trainers for the informational events, who provide significant information about training methods and educational measures for dogs.

Dog trainers	Offers	Contact
HUNDEAUSBILDUNG SILVIA BÜHLER	<ul style="list-style-type: none"> • Mantrailing • Agility • SKN courses (Sachkundenachweis) 	Silvia Bühler Neumattstr. 41 CH-4147 Aesch www.abc-hundeausbildung.ch
GYNNY-DOG FRANZISKA SPEISER	<ul style="list-style-type: none"> • General dog training • Natural Dogmanship • Puppy training • SKN courses 	Franziska Speiser Wirtsgartenweg 27 CH-4123 Allschwil www.gynny-dog.ch
CANIS VIVIDUS MENSCH & HUND IM GLEICHGEWICHT	<ul style="list-style-type: none"> • Behavioral therapy • SKN courses • Dog rehabilitation 	Stüssi Daniele Allschwilerstrasse 96 CH-4055 Basel www.canis-vividus.com
HUNDESCHULE MARKSTALL	<ul style="list-style-type: none"> • Puppy training • SKN courses 	Martin Schmidt Socinstrasse 45 CH-4051 Basel www.hundeschule-markstall.ch
HUNDESCHULE FRÖSCHER	<ul style="list-style-type: none"> • Basic courses • SKN courses • Cynology advise 	H. und E. Fröscher Sommergasse 16 CH-4056 Basel hundeschule-froescher.ch
VBM VEREIN FÜR BLINDENHUNDE UND MOBILITÄTSHILFEN	<ul style="list-style-type: none"> • Clicker Training • Training of Guide Dogs 	Fischer Regula Weideliweg 20 CH-4410 Liestal www.blindenhund.ch

Furthermore, veterinarians are essential partners for the café. To stay informed about new medical opportunities and about possibilities for nutritional improvement is valuable for every dog owner and future dog owner.

Veterinarians	Offers	Contact
KLEINTIERPRAXIS GUNDELI	<ul style="list-style-type: none"> • Internal medicine • Surgery • Endoskopy • Laboratory Diagnostics 	Kleintierpraxis Gundeli GmbH Pfeffingerstrasse 41 CH-4053 Basel www.kleintierpraxisgundeli.ch
MAY ANIMAL	<ul style="list-style-type: none"> • Behavior Medicine • Phytotherapy • CBT (Canine Bowen Technique) 	May Animal Laufenstrasse 72 CH-4053 Basel www.mayanimal.ch
KLEINTIERPRAXIS SPALEN	<ul style="list-style-type: none"> • Inoculation • Dental care • Parasite control • Joint surgery 	Kleintierpraxis Spale Birkenstrasse 35 CH-4055 Basel info@kleintierpraxis-spalen.ch
ANIMAL HEALTH CENTER	<ul style="list-style-type: none"> • Internal medicine • Surgery • Chemotherapy 	Animal Health Center Hauptstrasse 90 CH-4102 Binningen www.animalhealthcenter.ch
ANIMAL HOUSE	<ul style="list-style-type: none"> • Endoskopy • Behavior Medicine • Diabetic feed advise • Physiotherapy 	Kleintierpraxis Animal House Kirchplatz 19 CH-4132 Muttenz www.animalhouse.ch
TIERARZTPRAXIS RICHENSTEIN	<ul style="list-style-type: none"> • Inoculation • Internal medicine • Feed consultation • Castration 	Tierarztpraxis Brunner-Richenstein Tramstrasse 34 CH-4142 Münchenstein www.brunner-richtenstein.ch

Another group of cooperation partners are animal shelters and animal protection institutions, who give information about an appropriate keeping of animals. Moreover, animal shelters are an important contact point for people who think about buying a dog.

Animal Shelters/ Animal protection	Offers	Contact
TIERSCHUTZBUND BASEL REGIONAL	<ul style="list-style-type: none"> • Accommodation of animals • Placing of homeless animals • Animal protection 	Tierschutzbund Basel Regional Prattelerstrasse 5, CH- 4132 Muttenz www.tierschutzbund.ch
SCHWEIZER TIERSCHUTZ STS	<ul style="list-style-type: none"> • Advise center • Pet Keeping • Livestock Farming • Wild Animals • Animal Testing 	Schweizer Tierschutz STS Dornacherstrasse 101 CH-4018 Basel www.schweizertierschutz.ch

HUNDEFERIENHEIM FORELLENBACH	<ul style="list-style-type: none"> • Vacation Home for Dogs • Daily Pension 	Fam. R. Künzi-Lüthi Spreuermatt 1 CH-4106 Therwil www.tierheim-therwil.ch
TIERSCHUTZVEREIN WEIL AM RHEIN	<ul style="list-style-type: none"> • Placing of homeless animals • Accommodation of animals 	Tierschutzverein Weil am Rhein e. V. Am Sohleck 18 79576 Weil am Rhein www.tierschutzverein-weil.de
PFOTENTEAM TIERHILFE	<ul style="list-style-type: none"> • Placing of homeless animals • Animal protection • Rescue Center 	Pfotenteam Tierhilfe Riehenring 171 CH-4058 Basel www.pfotenteam.com

Besides the possible partners listed above, Herrchen & Frauchen aims to connect with dog breeders in the area around Basel. Due to their long-time experience, dog breeders represent an essential group of experts delivering valuable information for dog keeping and several breed of dogs.

Dog Breeders	Breed	Contact
JUDITH FEHLMANN	Parson Russel Terrier	Judith Fehlmann Hof Dangern CH-4456 Tenniken/BL www.birchmatt.ch
ESTHER ANKLI	Havanaser	Esther Ankli Gassackerweg 2 CH - 4419 Lupsingen www.havanaserzucht-schweiz.ch
BLACK BOY COUNTRY SILVIA KIRCHHOFER	Australian Shepherd	Kirchhofer Silvia + Kajetan Mühlemattweg 37 CH-4225 Brislach www.blackboycountry.ch
RUTH RÖßIG	Malteser Australian Silky Terrier	Ruth Rößig Ortmatstr. 5 a D-79541 Lörrach

6.5 LEGAL ENVIRONMENT

As the business is located in the gastronomy sector, a permit is needed which ensures the allowance of managing a restaurant business. Furthermore, a working time permit is necessary, since the café will be open on Sundays and public holidays. As the owners decided to found a limited liabilities company (LLC/GmbH) the costs for registering the café in the commercial register have to be considered. With this goes along the costs for a lawyer for the articles of corporation with public notification. After that, all employees and owners have to be registered at the compensation fund (Ausgleichskasse). All costs mentioned above will occur in the first year. Other costs relating to the legal environment consists of the broadcasting fees “Billag” and the insurance costs which will incur every year.

LEGAL EXPENSES

	2017	2018	2019	2020	2021
Permit to manage a Restaurant Business ¹⁰	CHF 500	CHF 0	CHF 0	CHF 0	CHF 0
Commercial register entry	CHF 1'000	CHF 0	CHF 0	CHF 0	CHF 0
Constitution: articles of corporation with public notification	CHF 1'000	CHF 0	CHF 0	CHF 0	CHF 0
Working time permit	CHF 600	CHF 0	CHF 0	CHF 0	CHF 0
Billag ¹¹	CHF 218.40	CHF 218.40	CHF 218.40	CHF 218.40	CHF 218.40
Insurances	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000
Total	CHF 4'318.40	CHF 1'218.40	CHF 1'218.40	CHF 1'218.40	CHF 1'218.40

The name “Herrchen & Frauchen” has been checked at the central company index (zefix). No entry has been found and therefore the name can be used. The name has been chosen to attract the target group as they could call themselves masters and mistresses. The name can be easily identified with dogs and dog owners and thereby indicates that the company is related to dog specific topics. The affix “Café für Hundeliebhaber” in the logo makes clear that the business is linked to gastronomy. Moreover, the brownish dog bone in the background adds a visual distinguishing feature.



¹⁰ Kanton Basel-Stadt (2012)

¹¹ Billag AG (2016)

7 MANAGEMENT TEAM

Kathrin Woiwotka, 24 years old, successfully completed her bachelor studies in business administration in 2015 at Deggendorf Institute of Technology, Germany. Due to the broadly diversified program she gained fundamental knowledge in finance and accounting, human resources, procurement as well as project and process management. Furthermore she focused on marketing and sales and therefore is able to use her specialized knowledge for the management of the café.



Since Ms. Woiwotka gained professional knowledge during several internships in marketing and sales departments in B2B sectors, she gained knowledge in organizing and participating in international trade fairs, maintaining and updating websites through Content Management Systems, being responsible for the campaign management and hence designing online banners and displays as well as print ads and furthermore writing press releases as well as newsletters and mailings using relevant software. Moreover she can use her knowledge in project management gained during an internship in an internationally active advertising agency to appropriately address potential customers and do the whole advertising activities through different channels for the café. Since 2015 Kathrin Woiwotka is doing her master's program in International Management at the University of Applied Sciences Northwestern Switzerland with a focus on entrepreneurship and start-ups. In this program she gets provided with important cross-cultural management and leaderships skills and moreover she gains knowledge of how to successfully establish a business and keep it profitable in the long run.

Eva Amend, 23 years old, lives in Laufenburg, directly at the border to Switzerland. In 2014 she successfully completed her Bachelor in Tourism Management at the "Duale Hochschule Baden Württemberg" in Lörrach, Germany. In the practical part of her study she worked in a small, family owned hotel in Todtnau, Germany. During her studies, and the time in the hotel, she gained an insight into the tourism industry. Due to that Ms. Amend is familiar with working in a gastronomy business and dealing with customers in a friendly and pleasant way. Furthermore, she had the possibility to gain knowledge about sales, customer management and customer loyalty.



After her Bachelor, Ms. Amend absolved an internship at Roche Pharma AG in Grenzach-Whylen, Germany, where she passed the departments HR Recruiting and HR Business Partnering. During her time at Roche she gained an insight into Human Resource Management and got to know the entire process of Recruiting and Business Partnering. Furthermore, she gained practical experiences in administrative tasks of the HR department. Like Ms. Woiwotka, Eva Amend is doing her master's program in International Management at the University of Applied Sciences Northwestern Switzerland since September 2015. The Master program offers her the opportunity to deepen her knowledge in Human Resources and furthermore, it provides her an insight into cross-cultural management, leadership and founding a business. Due to her personal preference for dogs, Ms. Amend has many years of experiences with dog ownership and training of her own dogs.

8 RISK ANALYSIS

For the dog café 'Herrchen & Frauchen' the following potential risks were analyzed:

RISK ANALYSIS

Risk	Negative effect of incidence	Probability of incidence	Risk Grade	Actions to deal with risk
Not having (enough) clients	catastrophic	moderate	Extreme	Marketing Feedback from clients
Not finding investors	major	moderate	High	Pitching, Networking, getting advise from incubators
Illness of employees	major	unlikely	High	Well-trained personnel Family members helping out
Increase of commodity prices	major	moderate	High	Good supplier relationship
New competitors	moderate	rare	Low	Focus on differentiation
Law fights	insignificant	rare	Low	Insurances

The most important risk which should be considered is the risk of not having clients, respectively not having enough clients. The probability of incidence is moderate but it would have a high negative effect for the business. To overcome the risk of not having clients, efficient marketing activities are necessary to attract potential clients, especially in the first year. To ensure customer loyalty it is also necessary to obtain feedback and opinions from our customer to develop and improve our products and services.

Another risk would be that no investors could be convinced. Due to the high amount of capital investment which is necessary to build up a business in the gastronomy sector the café Herrchen & Frauchen is depending on several investors to start the café. Therefore, it is very important to build up a network first. Furthermore, the conception of the business idea should be prepared appealingly in a pitch to arouse interest of possible investors. It could

also be helpful to involve incubators which could offer advice and help building up a network in the start-up scene.

The illness of employees is another important risk with a high risk grade. Although the probability of incidence is rather low the negative effect for the business is high as employees are the most important resource for the café. To deal with this risk it will be essential to establish well-trained personnel so that each employee knows about all processes in the café and could help out. As the family members of Kathrin Woiwotka and Eva Amend are involved in the business concept they would also be able to help out on weekends.

The increase of commodity prices is furthermore a risk Herrchen & Frauchen has to deal with. The risk grade is rather high, wherefore a good supplier relationship has to be established. This would help us negotiating discounts even if the prices would rise.

New competitors entering the market have a very low probability but a moderate effect on the business. To make sure that the entrance of new competitors only represents an overall low risk it is necessary to focus on differentiation. By offering unique products in a friendly atmosphere and combining it with a unique service, it strengthens the market positioning and customer value.

The last risk considered could arise if the café would be sued by customers or local residents. Law fights could e.g. occur through disturbance caused by the dogs in the café. Therefore, it is essential for the café to take out appropriate insurances.

9 ACTION PLAN

Action	Details	Responsibility	Deadline
Meetings with potential cooperation partners	Identify potential partners for informational events	Owners	1 June 2016
Verify the cost structure	Invite offers Identify potential suppliers and sign contract	Owners	1 June 2016 - 31 August 2016
Arrange meetings with potential investors	Identify potential investors and partners for the venture	Owners	1 September 2016 – 1 December 2016
Meeting with BKB for loan	Establish contacts with customer advisor in BKB with primary goal to meet and present the business idea	Owners	1 September 2016 – 1 December 2016
Finding Location	Identify potential locations and sign contract	Owners	1 September 2016 – 31 December 2016
Register company	Enter the business in the National Business Register, pay all legal fees	Owners	1 January 2017
Restructuring of location	Renovate interior design and procure kitchen equipment and other equipment for the café	Owners	1 January 2017 – 28 February 2017
Hire Personnel	Doing job advertisements, interviews and finally recruit	Owners	1 March 2017 – 31 April 2017
Marketing <ul style="list-style-type: none"> • Webpage • Flyers • Posters • Invitation letters • Press releases 	Creation of Webpage, design of material, printing, handing out marketing materials and sending invitation letters	Owners	1 March 2017 – 31 May
Train Personnel	Train processes, hygiene training, etc.	Owners	07 June 2017
Opening Celebration		Owners	10 June 2017

10 FINANCIAL PLANNING

10.1 SALES FORECAST

UNIT SALES

	Price/Unit	Cost/Unit	2017	2018	2019	2020	2021
Beer	CHF 5.50	CHF 1.31	2304	3072	3072	3072	3072
Cake	CHF 4.50	CHF 1.39	6912	10369	16895	16895	16895
Coffee beverages	CHF 4.50	CHF 0.30	10800	13679	15408	15408	15408
Dog treats 100g	CHF 6.00	CHF 0.90	961	1920	2304	2304	2304
Lunch Meal 1: Wraps	CHF 10.00	CHF 6.65	2401	3601	4320	4320	4320
Lunch Meal 2: Salad	CHF 10.00	CHF 5.43	2401	3601	4320	4320	4320
Lunch Meal 3: Soup	CHF 8.50	CHF 2.08	2401	3601	4320	4320	4320
Medium sized breakfast	CHF 9.50	CHF 4.68	1561	2942	3392	3392	3392
Participation Fee Informational Event	CHF 10.00	CHF 0.00	241	300	361	361	361
Small sized breakfast	CHF 7.50	CHF 6.36	1561	2942	3392	3392	3392
Soft Drink/Juices/ Mineral Water	CHF 4.50	CHF 9.16	7680	11519	15359	15359	15359
Special breakfast	CHF 12.50	CHF 1.10	1561	2942	3392	3392	3392
Tea	CHF 4.50	CHF 0.06	4315	6052	6052	6052	6052
Wine	CHF 6.00	CHF 0.91	1536	3072	3072	3072	3072

SALES

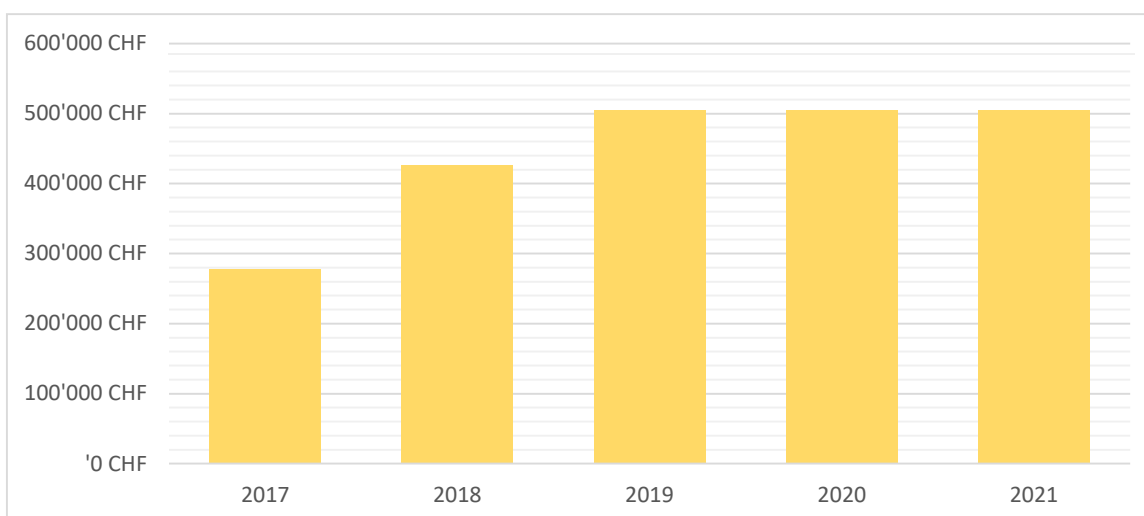
	2017	2018	2019	2020	2021
Beer	CHF 12'672	CHF 16'896	CHF 16'896	CHF 16'896	CHF 16'896
Cake	CHF 31'104	CHF 46'660	CHF 76'028	CHF 76'028	CHF 76'028
Coffee beverages	CHF 48'600	CHF 61'556	CHF 69'336	CHF 69'336	CHF 69'336
Dog treats 100g	CHF 5'766	CHF 11'520	CHF 13'824	CHF 13'824	CHF 13'824
Lunch Meal 1: Wraps	CHF 24'010	CHF 36'010	CHF 43'200	CHF 43'200	CHF 43'200
Lunch Meal 2: Salad	CHF 24'010	CHF 36'010	CHF 43'200	CHF 43'200	CHF 43'200

Lunch Meal 3: Soup	CHF 20'408	CHF 30'608	CHF 36'720	CHF 36'720	CHF 36'720
Medium sized breakfast	CHF 14'830	CHF 27'949	CHF 32'224	CHF 32'224	CHF 32'224
Participation Fee Informational Event	CHF 2'410	CHF 3'000	CHF 3'610	CHF 3'610	CHF 3'610
Small sized breakfast	CHF 11'708	CHF 22'065	CHF 25'440	CHF 25'440	CHF 25'440
Soft Drink/Juices/Mineral Water	CHF 34'560	CHF 51'836	CHF 69'116	CHF 69'116	CHF 69'116
Special breakfast	CHF 19'512	CHF 36'775	CHF 42'400	CHF 42'400	CHF 42'400
Tea	CHF 19'418	CHF 27'234	CHF 27'234	CHF 27'234	CHF 27'234
Wine	CHF 9'216	CHF 18'432	CHF 18'432	CHF 18'432	CHF 18'432
Total Sales	CHF 278'224	CHF 426'551	CHF 504'219	CHF 504'219	CHF 504'219

COST

	2017	2018	2019	2020	2021
Beer	CHF 3'018	CHF 4'024	CHF 4'024	CHF 4'024	CHF 4'024
Cake	CHF 9'608	CHF 14'413	CHF 23'484	CHF 23'484	CHF 23'484
Coffee	CHF 3'240	CHF 4'104	CHF 4'622	CHF 4'622	CHF 4'622
Dog treats	CHF 865	CHF 1'728	CHF 2'074	CHF 2'074	CHF 2'074
Lunch Meal 1: Wraps	CHF 15'967	CHF 23'947	CHF 28'728	CHF 28'728	CHF 28'728
Lunch Meal 2: Salad	CHF 13'037	CHF 19'553	CHF 23'458	CHF 23'458	CHF 23'458
Lunch Meal 3: Soup	CHF 4'994	CHF 7'490	CHF 8'986	CHF 8'986	CHF 8'986
Small sized breakfast	CHF 7'305	CHF 13'769	CHF 15'875	CHF 15'875	CHF 15'875
Medium sized breakfast	CHF 9'928	CHF 18'711	CHF 21'573	CHF 21'573	CHF 21'573
Special breakfast	CHF 14'299	CHF 26'949	CHF 31'071	CHF 31'071	CHF 31'071
Soft Drink/Juices/Mineral Water	CHF 8'448	CHF 12'671	CHF 16'895	CHF 16'895	CHF 16'895
Tea	CHF 259	CHF 363	CHF 363	CHF 363	CHF 363
Wine	CHF 1'398	CHF 2'796	CHF 2'796	CHF 2'796	CHF 2'796
Total direct cost	CHF 92'366	CHF 150'517	CHF 181'544	CHF 181'544	CHF 181'544
Gross Profit	CHF 185'858	CHF 276'034	CHF 322'675	CHF 322'675	CHF 322'675

SALES BY YEAR



The sales forecast is calculated under the assumption that the unit sales increase because of an increasing number of customers. This will be ensured by specific marketing activities and word of mouth. In the first year there will be roughly 15 clients per hour, in the second year there will be 15 to 20 customers per hour and from the third year on there will be 20 to 25 customers per hour. It is expected that the monthly informational events will increase the sale due to a high participant number and that nearly all participants will order a breakfast menu during the expert talk.¹²

10.2 BUDGET

EXPENSES

	2017	2018	2019	2020	2021
Accounting	CHF 2'400	CHF 3'200	CHF 3'400	CHF 3'400	CHF 3'400
Billag	CHF 218	CHF 218	CHF 218	CHF 218	CHF 218
Insurances	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000
Leasing coffee machine	CHF 1'140	CHF 1'140	CHF 1'140	CHF 1'140	CHF 1'140
Legal and Registration Fee	CHF 3'100	CHF 0	CHF 0	CHF 0	CHF 0
Marketing	CHF 8'264	CHF 2'104	CHF 2'104	CHF 2'104	CHF 2'104
Paying Guest Speaker for Informational Event	CHF 2'520	CHF 2'520	CHF 2'520	CHF 2'520	CHF 2'520
Rent	CHF 60'000	CHF 60'000	CHF 60'000	CHF 60'000	CHF 60'000

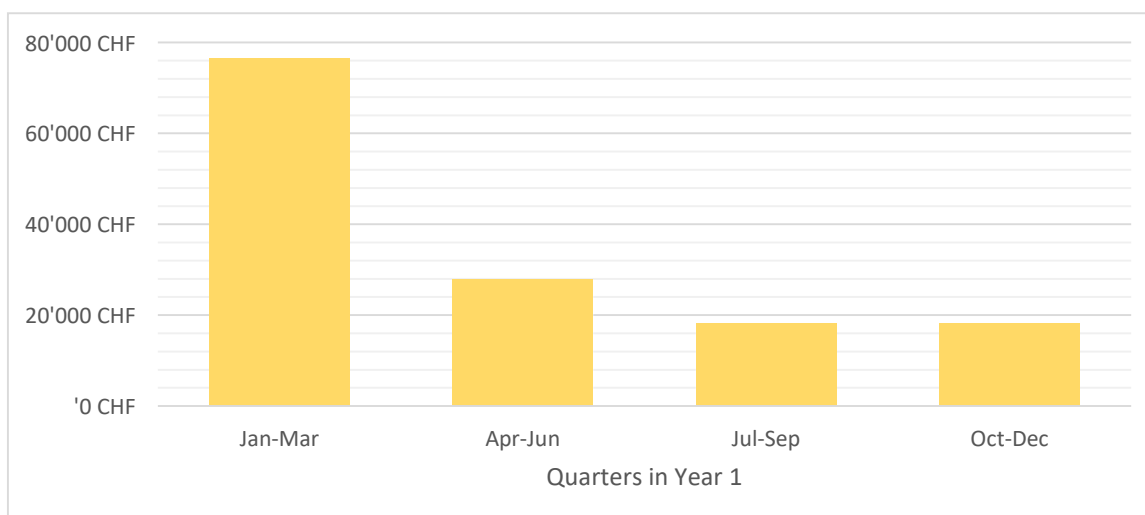
¹² For more information see Appendix A

Telephone and internet	CHF 960	CHF 960	CHF 960	CHF 960	CHF 960
Waste collection charges	CHF 800	CHF 800	CHF 800	CHF 800	CHF 800
Total	CHF 80'402	CHF 71'942	CHF 72'142	CHF 72'142	CHF 72'142

INVESTMENTS

	Useful Life	2017	2018	2019	2020	2021
Equipment like Dishes & Cutlery	5	CHF 8'000	CHF 0	CHF 0	CHF 0	CHF 0
Kitchen Equipment	10	CHF 40'000	CHF 0	CHF 0	CHF 0	CHF 0
Projector for expert talks	4	CHF 500	CHF 0	CHF 0	CHF 0	CHF 500
Reconstruction & Furniture	10	CHF 12'000	CHF 0	CHF 0	CHF 0	CHF 0
Total		CHF 60'500	CHF 0	CHF 0	CHF 0	CHF 500

EXPENSES BY QUARTER



As the location of the café will have to be refurbished and kitchen equipment has to be bought there are high initial costs to set up the business. The joinery Ebner of Laufenburg, Germany sent us an offer to do the reconstruction and furniture of CHF 12'000. As the joinery belongs to a family member of one owner, we would not have to pay wage costs. The kitchen equipment is estimated to value CHF 40'000. This kitchen of high quality will give us the opportunity to further expand our business. Furthermore marketing expenses justify the high expenses in the first quarter. The website has to be created and advertisements in several channels will raise the awareness.

The rent of the location is calculated to be CHF 5'000 per month. As a central but also secluded area is crucial for the success of the café, medium to higher rental costs have to be expected.

Initial startup costs are calculated to CHF 63'600 and are broken down as follows:

- Reconstruction and furniture: 12'000
- Kitchen equipment: 40'000
- Dishes & Cutlery: 8'000
- Legal and registration fees: 3'100
- Projector: 500

The average lifecycle of the kitchen is estimated to be ten years, as well as the furniture. For the projector four years are calculated and for dishes and cutlery five years are estimated.

10.3 LOANS AND INVESTMENTS

LOANS AND INVESTMENT TABLE

	2017	2018	2019	2020	2021
Owners' investment Equity Investment	CHF 20'000	CHF 0	CHF 0	CHF 0	CHF 0
Investment of Family and Friends Equity Investment	CHF 25'000	CHF 0	CHF 0	CHF 0	CHF 0
Investment of Business Angel Equity Investment	CHF 30'000	CHF 0	CHF 0	CHF 0	CHF 0
Bank Loan Loan at 5% interest for 48 months	CHF 40'000	CHF 0	CHF 0	CHF 0	CHF 0
Total	CHF 115'000	CHF 0	CHF 0	CHF 0	CHF 0

Herrchen & Frauchen will apply for a long term bank loan for 34.78% of the required capital. The loan is planned to be paid back within four years at 5% interest with cash from operations. The owners will invest 17.39% of the required startup capital with private funds. Furthermore owners' family and friends will invest 21.74% of the required startup capital. It will be paid back with cash from operations on a yearly basis of CHF 5'000 starting in 2019 (year three). The café will seek investors like business angels for 26.09% of the required capital in return for up to 30% stake in the company.

The founding of the company will require a total of CHF 115'00. Initial purchases of CHF 63'600 is estimated whereof CHF 60'500 is depreciable assets. The remaining CHF 51'400 is planned as a financial buffer for unexpected expenses.¹³

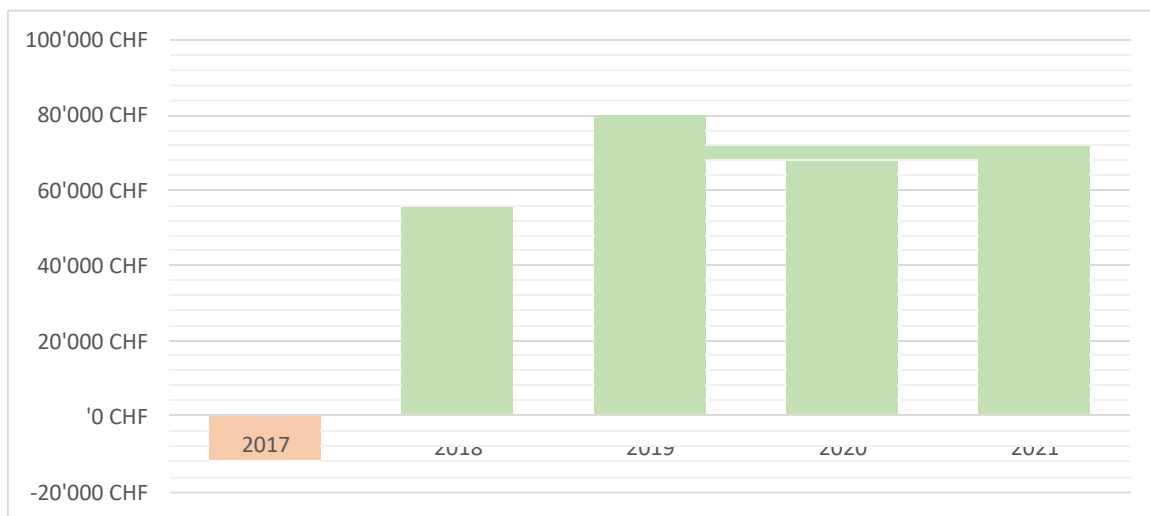
¹³ See startup costs in 10.2

10.4 FINANCIAL STATEMENTS

PROFIT AND LOSS STATEMENT

	2017	2018	2019	2020	2021
Revenue	CHF 278'224	CHF 426'551	CHF 504'219	CHF 504'219	CHF 504'219
Direct costs	CHF 92'366	CHF 150'517	CHF 181'544	CHF 181'544	CHF 181'544
Gross Profit	CHF 185'858	CHF 276'034	CHF 322'675	CHF 322'675	CHF 322'675
% margin	66.80%	64.71%	64.10%	64.10%	64.10%
Accounting	CHF 2'400	CHF 3'200	CHF 3'400	CHF 3'400	CHF 3'400
Billag	CHF 218	CHF 218	CHF 218	CHF 218	CHF 218
Insurances	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000
Leasing coffee machine	CHF 1'140	CHF 1'140	CHF 1'140	CHF 1'140	CHF 1'140
Legal and Registration Fee	CHF 3'100	CHF 0	CHF 0	CHF 0	CHF 0
Marketing	CHF 8'264	CHF 2'104	CHF 2'104	CHF 2'104	CHF 2'104
Paying Guest Speaker for Informational Event	CHF 2'520	CHF 2'520	CHF 2'520	CHF 2'520	CHF 2'520
Rent	CHF 60'000	CHF 60'000	CHF 60'000	CHF 60'000	CHF 60'000
Telephone and internet	CHF 960	CHF 960	CHF 960	CHF 960	CHF 960
Waste collection charges	CHF 800	CHF 800	CHF 800	CHF 800	CHF 800
Salaries	CHF 95'945	CHF 109'445	CHF 122'945	CHF 136'445	CHF 136'445
Social Insurance Costs	CHF 14'392	CHF 16'417	CHF 18'442	CHF 20'467	CHF 20'467
EBITDA	CHF -4'881	CHF 78'230	CHF 109'147	CHF 93'622	CHF 93'622
% margin	-1.75%	18.34%	21.65%	18.57%	18.57%
Depreciation	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925
EBIT	CHF -11'806	CHF 71'305	CHF 102'222	CHF 86'697	CHF 86'697
% margin	-4.24%	16.71%	20.27%	17.19%	17.19%
Interest on Loan BKB	CHF 2'000	CHF 2'000	CHF 1'333	CHF 667	CHF 0
Income Tax	CHF 0	CHF 14'261	CHF 20'444	CHF 17'339	CHF 17'339
Profit	CHF -13'806	CHF 55'044	CHF 80'444	CHF 68'691	CHF 69'357
% margin	-4.96%	12.90%	15.95%	13.62%	13.76%

NET PROFIT (OR LOSS) BY YEAR



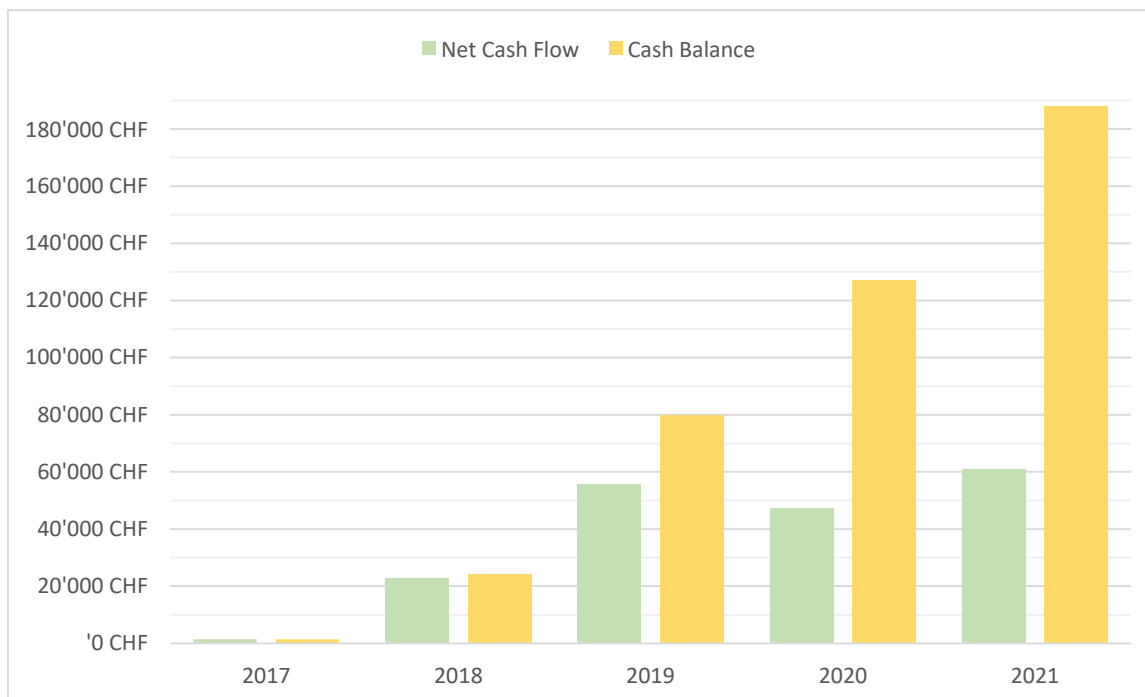
The business is expected to be profitable in year two.

CASH FLOW STATEMENT

	2017	2018	2019	2020	2021
Net Income	CHF -13'806	CHF 55'044	CHF 80'444	CHF 68'691	CHF 69'357
Depreciation and Amortisation	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925
-Increase/+Decrease in current assets	CHF -51'008	CHF -27'193	CHF -14'239	CHF -0	CHF -0
+Increase/-Decrease in current liabilities	CHF 4'799	CHF 1'380	CHF 867	CHF 0	CHF 0
Cash Flow From Operating Activity	CHF -53'089	CHF 36'156	CHF 73'997	CHF 75'616	CHF 76'282
Investments	CHF 60'500	CHF 0	CHF 0	CHF 0	CHF 500
Cash Flow From Investing Activity	CHF -60'500	CHF 0	CHF 0	CHF 0	CHF -500
Debt Issued	CHF 40'000	CHF 0	CHF 0	CHF 0	CHF 0
Debt Repaid	CHF 0	CHF 13'333	CHF 13'333	CHF 13'333	CHF 0
Stock Issues	CHF 75'000	CHF 0	CHF 0	CHF 0	CHF 0
Stock Repurchased	CHF 0	CHF 0	CHF 5'000	CHF 15'000	CHF 15'000
Cash Flow From Financing Activities	CHF 115'000	CHF -13'333	CHF -18'333	CHF -28'333	CHF -15'000

Cash at the beginning of period	CHF 0	CHF 1'411	CHF 24'234	CHF 79'898	CHF 127'181
Cash at the end of the period	CHF 1'411	CHF 24'234	CHF 79'898	CHF 127'181	CHF 187'963
Net Change in Cash	CHF 1'411	CHF 22'823	CHF 55'664	CHF 47'283	CHF 60'782

CASH FLOW BY YEAR



Herrchen & Frauchen will have a negative net cash flow in the first year. However, the café is expected to end the year with a cash balance of CHF 1'411. By the end of year five the cash balance is expected to have increased over 133%.

BALANCE SHEET

	2017	2018	2019	2020	2021
Cash & Short-Term Investments	CHF 1'411	CHF 24'234	CHF 79'898	CHF 127'181	CHF 187'963
Accounts Receivable	CHF 23'185	CHF 35'546	CHF 42'018	CHF 42'018	CHF 42'018
Inventory	CHF 27'822	CHF 42'655	CHF 50'422	CHF 50'422	CHF 50'422
Total Current Assets	CHF 52'418	CHF 102'435	CHF 172'338	CHF 219'621	CHF 280'404
Net Fixed Assets	CHF 53'575	CHF 46'650	CHF 39'725	CHF 32'800	CHF 26'375
Total Non-Current Assets	CHF 53'575	CHF 46'650	CHF 39'725	CHF 32'800	CHF 26'375
Total assets	CHF 105'993	CHF 149'085	CHF 212'063	CHF 252'421	CHF 306'779
Accounts Payable	CHF 4'799	CHF 6'179	CHF 7'047	CHF 7'047	CHF 7'047
Total Current Liabilities	CHF 4'799	CHF 6'179	CHF 7'047	CHF 7'047	CHF 7'047
Long-Term Debt	CHF 40'000	CHF 26'667	CHF 13'334	CHF 1	CHF 1
Total Non-Current Liabilities	CHF 40'000	CHF 26'667	CHF 13'334	CHF 1	CHF 1
Common Stock	CHF 75'000	CHF 75'000	CHF 70'000	CHF 55'000	CHF 40'000
Retained Earnings	CHF -13'806	CHF 41'239	CHF 121'683	CHF 190'373	CHF 259'731
Total Equity	CHF 61'194	CHF 116'238	CHF 191'683	CHF 245'373	CHF 299'731
Total Liabilities and Equity	CHF 105'993	CHF 149'085	CHF 212'063	CHF 252'421	CHF 306'779

We expect to be able to repay the debts and to finance own growth within four years.

11 REFERENCES

Aargauer Zeitung, 2012. *In der Schweiz gibt es bald mehr Hunde als Kinder*. [online] Available at: <http://www.aargauerzeitung.ch/schweiz/in-der-schweiz-gibt-es-bald-mehr-hunde-als-kinder-125500829> [Accessed 02 May 2016].

ANIS Animal Identity Service, 2013. *Geschäftsbericht 2013*. [pdf] Available at: http://www.anis.ch/uploads/media/Geschaeftsbericht_2013.pdf [Accessed 02 May 2016].

Billag AG, 2016. *Gebührenübersicht* [online] Available at: <https://www.billag.ch/unternehmen/gebuehreneuebersicht/> [Accessed 02 May 2016].

Gastrosuisse, 2009. *Gastrosuisse Branchenspiegel 2009: Von Restaurantzentren und Barhochburgen*. [pdf] Available at: <https://www.gastrosuisse.ch/dbFile/1300/090408restaurantdichte.pdf> [Accessed 02 May 2016].

Gastrosuisse, 2015. *Branchenspiegel 2015: Entwicklung von Angebot und Nachfrage* [pdf] Available at: https://www.gastrosuisse.ch/dbFile/299271/Branchenspiegel_2015_Hannes_Jaisli.pdf [Accessed 02 May 2016].

Kanton Basel-Stadt, 2012. *Bau-und Gastgewerbeinspektorat: Erteilung einer Betriebsbewilligung*. [pdf] Available at: <http://www.bs.ch/dms/bs/formulare/170-201-erteilung-betriebsbewilligung.pdf> [Accessed 02 May 2016].

Kanton Basel-Stadt, 2015. *Hundebestand am 01. April seit 1991*. [pdf] Available at: <http://www.statistik.bs.ch/zahlen/tabellen/16-kultur-sport-freizeit.ht> [Accessed 02 May 2016].

Munck, M., 2013. *Hundehaltung in der Stadt Basel*. [pdf] Available at: <http://www.entwicklung.bs.ch/dms/entwicklung/download/grundlagen/Hundehaltung-in-Basel/Hundehaltung%20in%20Basel.pdf> [Accessed 02 May 2016].

Schweizer Tierschutz STS, 2012. *Mit Hunden zusammenleben*. [pdf] Available at: http://www.tierschutz.com/publikationen/heimtiere/infothek/katzen_hunde/mb_hundehaltung.pdf [Accessed 23 April 2016].

APPENDIX

A. NOTES FOR THE FINANCIAL CALCULATIONS

The following table indicates how many goods are sold in the café Herrchen & Frauchen in the first year. It is considered for a café with 30 seats and ten opening hours on Saturday and Sunday, four opening hours on Friday afternoon and eight opening hours on Thursdays. The goods sold will increase over the years as the level of awareness for the café will increase over time due to word of mouth and marketing activities. So in the first year there will be roughly 15 clients per hour, in the second year there will be 15 to 20 customers per hour and from the third year on there will be 20 to 25 customers per hour.

YEAR 1

Product	Time it is consumed	By how many clients	Goods sold per year
Beer	03.00 pm - 07.00 pm	3 clients per hour	2304
Wine	03.00 pm - 07.00 pm	2 clients per hour	1536
Coffee	09.00 am - 12.00 am	5 clients per hour	10800
	03.00 pm - 06.00 pm	15 clients per hour	
Dog treats 100g	5 pack per day		960
Soft drinks	consumed with coffee and instead of beer, wine and tea		7680
Tea	09.00 am - 12.00 am	5 clients per hour	4320
	03.00 pm - 06.00 pm	5 clients per hour	
Meals	12.00 am - 03.00 pm	10 clients per hour	7200
	05.30 pm - 07.00 pm	10 clients per hour	
Breakfast	09.00 am - 12.00 am	15 clients per hour	4680
	monthly event 09.00 am - 12.00 am	20 clients per hour	
Cake	03.00 pm - 06.00 pm	12 clients per hour	6912
Informational event	monthly event 09.00 am - 12.00 am	20 Clients	240

YEAR 2

Product	Time it is consumed	By how many clients	Goods sold per year
Beer	03.00 pm - 07.00 pm	4 clients per hour	3072
Wine	03.00 pm - 07.00 pm	4 clients per hour	3072
Coffee	09.00 am - 12.00 am	5 clients per hour	13680
	03.00 pm - 06.00 pm	20 clients per hour	
Dog treats 100g	10 pack per day		1920
Soft drinks	consumed with coffee and instead of beer, wine and tea		11520
Tea	09.00 am - 12.00 am	7 clients per hour	6048
	03.00 pm - 06.00 pm	7 clients per hour	
Meals	12.00 am - 03.00 pm	15 clients per hour	10800
	05.30 pm - 07.00 pm	15 clients per hour	
Breakfast	09.00 am - 12.00 am	20 clients per hour	8820
	monthly event 09.00 am - 12.00 am	25 clients per hour	
Cake	03.00 pm - 06.00 pm	18 clients per hour	10368
Informational event	monthly event 09.00 am - 12.00 am	25 Clients	300

YEAR 3-5

Product	Time it is consumed	By how many clients	Goods sold per year
Beer	03.00 pm - 07.00 pm	4 clients per hour	3072
Wine	03.00 pm - 07.00 pm	4 clients per hour	3072
Coffee	09.00 am - 12.00 am	5 clients per hour	15408
	03.00 pm - 06.00 pm	23 clients per hour	
Dog treats 100g	12 pack per day		2304
Soft drinks	consumed with coffee and instead of beer, wine and tea		15360
Tea	09.00 am - 12.00 am	7 clients per hour	6048
	03.00 pm - 06.00 pm	7 clients per hour	
Meals	12.00 am - 03.00 pm	18 clients per hour	12960
	05.30 pm - 07.00 pm	18 clients per hour	
Breakfast	09.00 am - 12.00 am	23 clients per hour	10188
	monthly event 09.00 am - 12.00 am	30 clients per hour	
Cake	03.00 pm - 06.00 pm	22 clients per hour	16896
Informational event	monthly event	30 Clients	360

09.00 am - 12.00 am

B. FINANCIAL PLANING BEST CASE

For the best case we expect 30 clients per hour, the maximum amount possible. This would lead to the fact that we would not need loan to have enough starting capital. Probably we should recruit another kitchen assistant to be able to deal with this high flow of customers.

Product	Time it is consumed	By how many clients	Goods sold per year
Beer	03.00 pm - 07.00 pm	5 clients per hour	3840
Wine	03.00 pm - 07.00 pm	5 clients per hour	3840
Coffee	09.00 am - 12.00 am	3 clients per hour	15696
	03.00 pm - 06.00 pm	25 clients per hour	
Dog treats 100g	15 pack per day		2880
Soft drinks	consumed with coffee and instead of beer, wine and tea		15360
Tea	09.00 am - 12.00 am	2 clients per hour	3744
	03.00 pm - 06.00 pm	5 clients per hour	
Meals	12.00 am - 03.00 pm	30 clients per hour	20160
	05.30 pm - 07.00 pm	25 clients per hour	
Breakfast	09.00 am - 12.00 am	25 clients per hour	10980
	monthly event 09.00 am - 12.00 am	30 clients per hour	
Cake	03.00 pm - 06.00 pm	30 clients per hour	23040
Informational event	monthly event 09.00 am - 12.00 am	30 Clients	360

PROFIT AND LOSS STATEMENT

	2017	2018	2019	2020	2021
Revenue	CHF 624'875	CHF 624'875	CHF 624'875	CHF 624'875	CHF 624'875
Direct Cost	CHF 234'103	CHF 234'103	CHF 234'103	CHF 234'103	CHF 234'103
Gross Profit	CHF 624'875	CHF 624'875	CHF 624'875	CHF 624'875	CHF 624'875
% margin	37.43%	37.43%	37.43%	37.43%	37.43%
Accounting	CHF 2'400	CHF 3'200	CHF 3'400	CHF 3'400	CHF 3'400
Billag	CHF 218	CHF 218	CHF 218	CHF 218	CHF 218
Insurances	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000
Leasing coffee machine	CHF 1'140	CHF 1'140	CHF 1'140	CHF 1'140	CHF 1'140

Legal and Registration Fee	CHF 3'100	CHF 0	CHF 0	CHF 0	CHF 0
Marketing	CHF 8'264	CHF 2'104	CHF 2'104	CHF 2'104	CHF 2'104
Paying Guest Speaker for Informational Event	CHF 2'520	CHF 2'520	CHF 2'520	CHF 2'520	CHF 2'520
Rent	CHF 60'000	CHF 60'000	CHF 60'000	CHF 60'000	CHF 60'000
Telephone and internet	CHF 960	CHF 960	CHF 960	CHF 960	CHF 960
Waste collection charges	CHF 800	CHF 800	CHF 800	CHF 800	CHF 800
Salaries	CHF 95'945	CHF 109'445	CHF 122'945	CHF 136'445	CHF 136'445
Social Insurance Costs	CHF 14'392	CHF 16'417	CHF 18'442	CHF 20'467	CHF 20'467
EBITDA	CHF 200'032	CHF 192'967	CHF 177'242	CHF 161'717	CHF 161'717
% margin	32.01%	30.88%	28.36%	25.88%	25.88%
Depreciation	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925
EBIT	CHF 193'107	CHF 186'042	CHF 170'317	CHF 154'792	CHF 154'792
% margin	30.90%	29.77%	27.25%	24.77%	24.77%
Income Tax	CHF 38'621	CHF 37'208	CHF 34'063	CHF 30'958	CHF 30'958
Profit	CHF 154'485	CHF 148'833	CHF 136'253	CHF 123'833	CHF 123'833
% margin	24.72%	23.82%	21.80%	19.82%	19.82%

CASH FLOW STATEMENT

	2017	2018	2019	2020	2021
Net Income	CHF 154'485	CHF 148'833	CHF 136'253	CHF 123'833	CHF 123'833
Depreciation and Amortisation	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925
-Increase/+Decrease in current assets	CHF -114'560	CHF -0	CHF -0	CHF -0	CHF -0
+Increase/-Decrease in current liabilities	CHF 8'736	CHF -235	CHF 6	CHF 0	CHF 0
Cash Flow From Operating Activity	CHF 55'586	CHF 155'523	CHF 143'184	CHF 130'758	CHF 130'758
Investments	CHF 60'500	CHF 0	CHF 0	CHF 0	CHF 500
Cash Flow From Investing Activity	CHF -60'500	CHF 0	CHF 0	CHF 0	CHF -500
Debt Issued	CHF 0	CHF 0	CHF 0	CHF 0	CHF 0
Debt Repaid	CHF 0	CHF 0	CHF 0	CHF 0	CHF 0
Stock Issues	CHF 75'000	CHF 0	CHF 0	CHF 0	CHF 0
Stock Repurchased	CHF 0	CHF 0	CHF 5'000	CHF 15'000	CHF 15'000

Cash Flow From Financing Activities	CHF 75'000	CHF 0	CHF -5'000	CHF -15'000	CHF -15'000
Cash at the beginning of period	CHF 0	CHF 70'086	CHF 225'610	CHF 363'794	CHF 479'552
Cash at the end of the period	CHF 70'086	CHF 225'610	CHF 363'794	CHF 479'552	CHF 594'810
Net Change in Cash	CHF 70'086	CHF 155'523	CHF 138'184	CHF 115'758	CHF 115'258

BALANCE SHEET

	2017	2018	2019	2020	2021
Cash & Short-Term Investments	CHF 70'086	CHF 225'610	CHF 363'794	CHF 479'552	CHF 594'810
Accounts Receivable	CHF 52'073	CHF 52'073	CHF 52'073	CHF 52'073	CHF 52'073
Inventory	CHF 62'488	CHF 62'488	CHF 62'488	CHF 62'488	CHF 62'488
Total Current Assets	CHF 184'647	CHF 340'170	CHF 478'354	CHF 594'112	CHF 709'371
Net Fixed Assets	CHF 53'575	CHF 46'650	CHF 39'725	CHF 32'800	CHF 26'375
Total Non-Current Assets	CHF 53'575	CHF 46'650	CHF 39'725	CHF 32'800	CHF 26'375
Total assets	CHF 238'222	CHF 386'820	CHF 518'079	CHF 626'912	CHF 735'746
Accounts Payable	CHF 8'736	CHF 8'501	CHF 8'507	CHF 8'507	CHF 8'507
Total Current Liabilities	CHF 8'736	CHF 8'501	CHF 8'507	CHF 8'507	CHF 8'507
Long-Term Debt	CHF 0	CHF 0	CHF 0	CHF 0	CHF 0
Total Non-Current Liabilities	CHF 0	CHF 0	CHF 0	CHF 0	CHF 0
Common Stock	CHF 75'000	CHF 75'000	CHF 70'000	CHF 55'000	CHF 40'000
Retained Earnings	CHF 154'485	CHF 303'319	CHF 439'572	CHF 563'406	CHF 687'239
Total Equity	CHF 229'485	CHF 378'319	CHF 509'572	CHF 618'406	CHF 727'239
Total Liabilities and Equity	CHF 238'222	CHF 386'820	CHF 518'079	CHF 626'912	CHF 735'746

C. FINANCIAL PLANING WORST CASE

For the worst case we expect that on average five to ten customers would come per hour. There would be a very slow increase of new customers per year. We would not make a profit over the first five years. Furthermore we would need more loans or investors to have positive cash after the first year. This scenario is calculated with one kitchen assistant and one service assistant. In fact if there were that less customers we would have to dismiss both which would lead to less costs related to personnel.

Product	Time it is consumed	By how many clients	Goods sold per year
Beer	03.00 pm - 07.00 pm	2 clients per hour	1536
Wine	03.00 pm - 07.00 pm	1 clients per hour	768
Coffee	09.00 am - 12.00 am	3 clients per hour	7056
	03.00 pm - 06.00 pm	10 clients per hour	
Dog treats 100g	2 pack per day		384
Soft drinks	consumed with coffee and instead of beer, wine and tea		7860
Tea	09.00 am - 12.00 am	2 clients per hour	2016
	03.00 pm - 06.00 pm	2 clients per hour	
Meals	12.00 am - 03.00 pm	5 clients per hour	3600
	05.30 pm - 07.00 pm	5 clients per hour	
Breakfast	09.00 am - 12.00 am	5 clients per hour	2340
	monthly event 09.00 am - 12.00 am	10 clients per hour	
Cake	03.00 pm - 06.00 pm	7 clients per hour	5376
Informational event	monthly event 09.00 am - 12.00 am	10 Clients	120

PROFIT AND LOSS STATEMENT

	2017	2018	2019	2020	2021
Revenue	CHF 242'568	CHF 268'262	CHF 293'876	CHF 319'504	CHF 345'182
Direct cost	CHF 88'141	CHF 99'108	CHF 110'039	CHF 120'971	CHF 131'937
Gross Profit	CHF 154'427	CHF 169'154	CHF 183'837	CHF 198'533	CHF 213'245
% margin	63.66%	63.06%	62.56%	62.14%	61.78%

Accounting	CHF 2'400	CHF 3'200	CHF 3'400	CHF 3'400	CHF 3'400
Billag	CHF 218	CHF 218	CHF 218	CHF 218	CHF 218
Insurances	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000	CHF 1'000
Leasing coffee machine	CHF 1'140	CHF 1'140	CHF 1'140	CHF 1'140	CHF 1'140
Legal and Registration Fee	CHF 3'100	CHF 0	CHF 0	CHF 0	CHF 0
Marketing	CHF 8'264	CHF 2'104	CHF 2'104	CHF 2'104	CHF 2'104
Paying Guest Speaker for In- formational Event	CHF 2'520	CHF 2'520	CHF 2'520	CHF 2'520	CHF 2'520
Rent	CHF 60'000	CHF 60'000	CHF 60'000	CHF 60'000	CHF 60'000
Telephone and internet	CHF 960	CHF 960	CHF 960	CHF 960	CHF 960
Waste collection charges	CHF 800	CHF 800	CHF 800	CHF 800	CHF 800
Salaries	CHF 95'945	CHF 109'445	CHF 122'945	CHF 136'445	CHF 136'445
Social Insurance Costs	CHF 14'392	CHF 16'417	CHF 18'442	CHF 20'467	CHF 20'467
EBITDA	CHF -36'311	CHF -28'649	CHF -29'692	CHF -30'521	CHF -15'809
% margin	-14.97%	-10.68%	-10.10%	-9.55%	-4.58%
Depreciation	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925
EBIT	CHF -43'236	CHF -35'574	CHF -36'617	CHF -37'446	CHF -22'734
% margin	-17.82%	-13.26%	-12.46%	-11.71%	-6.58%
Interest on Loan BKB	CHF 2'000	CHF 2'000	CHF 1'333	CHF 667	CHF 0
Income Tax	CHF 0	CHF 0	CHF 0	CHF 0	CHF 0
Profit	CHF -45'236	CHF -37'574	CHF -37'950	CHF -38'112	CHF -22'734
% margin	-18.65%	-14.01%	-12.91%	-11.93%	-6.59%

CASH FLOW STATEMENT

	2017	2018	2019	2020	2021
Net Income	CHF -45'236	CHF -37'574	CHF -37'950	CHF -38'112	CHF -22'734
Depreciation and Amortisation	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925	CHF 6'925
-Increase/+Decrease in current assets	CHF -44'471	CHF -4'711	CHF -4'696	CHF -4'698	CHF -4'708
+Increase/-Decrease in current liabilities	CHF 4'682	CHF 70	CHF 309	CHF 304	CHF 305
Cash Flow From Operating Activity	CHF -78'100	CHF -35'290	CHF -35'412	CHF -35'582	CHF -20'212
Investments	CHF 60'500	CHF 0	CHF 0	CHF 0	CHF 500
Cash Flow From Investing Activity	CHF -60'500	CHF 0	CHF 0	CHF 0	CHF -500
Debt Issued	CHF 40'000	CHF 0	CHF 0	CHF 0	CHF 0
Debt Repaid	CHF 0	CHF 13'333	CHF 13'333	CHF 13'334	CHF 0
Stock Issues	CHF 75'000	CHF 0	CHF 0	CHF 0	CHF 0
Stock Repurchased	CHF 0	CHF 0	CHF 5'000	CHF 15'000	CHF 15'000
Cash Flow From Financing Activities	CHF 115'000	CHF -13'333	CHF -18'333	CHF -28'334	CHF -15'000
Cash at the beginning of period	CHF 0	CHF -23'600	CHF -72'224	CHF-125'968	CHF-189'885
Cash at the end of the period	CHF -23'600	CHF -72'224	CHF-125'968	CHF-189'885	CHF-225'597
Net Change in Cash	CHF -23'600	CHF -48'623	CHF -53'745	CHF -63'916	CHF -35'712

BALANCE SHEET

	2017	2018	2019	2020	2021
Cash & Short-Term Investments	CHF -23'600	CHF -72'224	CHF -125'968	CHF -189'885	CHF -225'597
Accounts Receivable	CHF 20'214	CHF 22'355	CHF 24'490	CHF 26'625	CHF 28'765
Inventory	CHF 24'257	CHF 26'826	CHF 29'388	CHF 31'950	CHF 34'518
Total Current Assets	CHF 20'870	CHF -23'042	CHF -72'091	CHF -131'309	CHF -162'313
Net Fixed Assets	CHF 53'575	CHF 46'650	CHF 39'725	CHF 32'800	CHF 26'375
Total Non-Current Assets	CHF 53'575	CHF 46'650	CHF 39'725	CHF 32'800	CHF 26'375
Total assets	CHF 74'445	CHF 23'608	CHF -32'366	CHF -98'509	CHF -135'938
Accounts Payable	CHF 4'682	CHF 4'751	CHF 5'061	CHF 5'364	CHF 5'669
Total Current Liabilities	CHF 4'682	CHF 4'751	CHF 5'061	CHF 5'364	CHF 5'669
Long-Term Debt	CHF 40'000	CHF 26'667	CHF 13'334	CHF 0	CHF 0
Total Non-Current Liabilities	CHF 40'000	CHF 26'667	CHF 13'334	CHF 0	CHF 0
Common Stock	CHF 75'000	CHF 75'000	CHF 70'000	CHF 55'000	CHF 40'000
Retained Earnings	CHF -45'236	CHF -82'810	CHF -120'761	CHF -158'873	CHF -181'607
Total Equity	CHF 29'764	CHF -7'810	CHF -50'761	CHF -103'873	CHF -141'607
Total Liabilities and Equity	CHF 74'445	CHF 23'608	CHF -32'366	CHF -98'509	CHF -135'938

D. CURRICULUM VITAE KATHRIN WOIWOTKA

PERSONAL DETAILS

Address	Hohe Winde-Strasse 66 4059 Basel Switzerland
Date of birth	28.04.1992
Place of birth	Waldshut, Germany
E-Mail	Kathrin.woiwotka@students.fhnw.ch
Mobile phone	+41 76 572 31 76

EDUCATION

Since 09/2015	University of Applied Sciences Northwestern Switzerland (FHNW) Master of Science in International Management (current GPA: 5.3)
10/2011 – 07/2015	Deggendorf Institute of Technology (DIT) Bachelor of Arts in Business Administration (GPA: 1.9) Main Focus: International Sales and Marketing Management
09/2013 – 01/2014	Universidad Internacional del Ecuador, Quito Semester abroad Main focus: International Marketing and Project Management
09/2002 – 07/2011	Secondary School "Hochrhein Gymnasium Waldshut" Degree: German Abitur

PROFESSIONAL EXPERIENCE

06/2015 – 09/2015	Testo AG, Lenzkirch Internship Marketing <ul style="list-style-type: none"> • Campaign Management • Media Planning
03/2015 – 05/2015	Plan.Net Connect GmbH & Co. KG, Munich Working Student Dialog Marketing and Project Management <ul style="list-style-type: none"> • Bachelor Thesis
09/2014 – 02/2015	Plan.Net Connect GmbH & Co. KG, Munich Internship Dialog Marketing and Project Management <ul style="list-style-type: none"> • Project Management • Customer Service, eCRM
03/2013 – 07/2013	Franke Foodservice Systems Europe GmbH, Bad Säckingen Internship Marketing <ul style="list-style-type: none"> • Relaunch of the company intranet • Organization and support of international trade fairs

ADDITIONAL SKILLS

Language	German (mother tongue) English (fluent) Spanish (fluent) French (basic)
Computer Skills	MS-Office (excellent knowledge) CMS Adobe CQ 5 (very good knowledge) CMS WordPress 4 (very good knowledge) CMS First Spirit (good knowledge) Adobe CS6 (good knowledge) SPSS (basic knowledge) Atlas.ti (basic knowledge)
Interests	Entrepreneurship Sustainability Sports Travelling Cooking

E. CURRICULUM VITAE EVA AMEND

PERSONAL DETAILS

Address	Rotzlerstraße 58 79725 Laufenburg (Baden) Germany
Date of birth	14.08.1992
Place of birth	Lörrach, Germany
E-Mail	eva.amend@students.fhnw.ch
Mobile phone	+49 173 68 111 67

EDUCATION

Since 09/2015	University of Applied Sciences Northwestern Switzerland (FHNW) Master of Science in International Management
10/2011 – 09/2014	DHBW, Lörrach (Germany) Bachelor of Arts in Business Administration Main Focus: Tourism Management
09/2002 – 07/2011	Secondary School “Scheffelgymnasium Bad Säckingen” Degree: German Abitur

PROFESSIONAL EXPERIENCE

09/2015 – to present	Working student at Roche Pharma AG, Grenzach, Germany HR Recruiting <ul style="list-style-type: none"> • Administrative tasks of HR Recruiting • Planning and coordination of Assessment Center • Booking system of Roche (Ariba)
11/2014 – 08/2015	Internship at Roche Pharma AG, Grenzach, Germany Department: HR Recruiting and HR Business Partnering <ul style="list-style-type: none"> • Getting to know the entire process of Recruiting & Business Partnering • Gaining practical experiences in administrative tasks of the HR department • Assisting in handling and pre-selection of application • Planning and coordination of Assessment Center
10/2011 – 09/2014	Practical experiences in the context of my studies Field of work: front- and back-office, reception & restaurant of a 4-stars hotel in the Black Forest <ul style="list-style-type: none"> • Dealing with the daily cash-book of the hotel

- Coordination of conferences and seminars
- Getting work experience in the restaurant and in the house-keeping
- Temporarily deputy of the restaurant manager

ADDITIONAL SKILLS

Language	German (mother tongue) English (fluent) French (basic)
Computer Skills	MS-Office Hotline Front Office (reservation system) Ariba Sourcing and Ariba Buyer Taleo SAP
Interests	Human Resources Travelling Sports Animals (Dogs)

F. CALCULATIONS FOR THE COSTS OF OUR PRODUCTS

Cherry-Cheese Cake					Philadelphia Cake				
Ingredients	Price	Amount	Amount for cake	Price for cake	Ingredients	Price	Amount	Amount for cake	Price for cake
cherries	23,40 CHF	6 Glasses	1 Glass	3,90 CHF	sponge finger	5,90 CHF	500g	200g	2,36 CHF
butter	2,40 CHF	250g	350g	3,36 CHF	butter	2,40 CHF	250g	100g	0,96 CHF
sugar	1,00 CHF	1 kg	350g	0,35 CHF	sugar	1,00 CHF	1 kg	60g	0,06 CHF
vanilla sugar	9,40 CHF	1kg	1 pack	0,16 CHF	Philadelphia	11,89 CHF	1,65kg	250g	1,80 CHF
eggs	4,75 CHF	6 stk	8	6,33 CHF	Citron juice	16,74 CHF	10l	20g	0,33 CHF
quark	4,50 CHF	1kg	750g	3,38 CHF	jelly	18,99 CHF	1kg	1 pack	0,05 CHF
cream	5,80 CHF	500ml	100g	1,16 CHF	water	0,00 CHF	-	1 cup	0,00 CHF
pudding powder	2,70 CHF	2 packs	1 pack	1,35 CHF	cream	5,80 CHF	500ml	500ml	5,80 CHF
salt	0,95 CHF	1kg	1 pinch	0,0002 CHF	vanilla sugar	9,40 CHF	1kg	2 pack	0,32 CHF
flour	4,40 CHF	1kg	250g	1,10 CHF	cream stiffener	4,99 CHF	1kg	2 pack	0,40 CHF
baking powder	3,90 CHF	1kg	1 teaspoon	0,04 CHF					
			Total price 1 cake	21,13 CHF				Total price 1 cake	12,09 CHF
			price per piece	1,76 CHF				price per piece	1,01 CHF

Dog treat Leberwursttaler				
Ingredients	Price	Amount	Amount for dog treat	Price for dog treat
Leberwurst	2,23 CHF	300g	100g	0,74 CHF
oat meal	0,36 CHF	500g	200	0,14 CHF
Hüttenkäse	2,05 CHF	400g	150g	0,77 CHF
Maiskeimöl	1,90 CHF	100ml	60g	1,14 CHF
Egg	4,75 CHF	6	1	0,79 CHF
			Total (400g)	3,59 CHF
			100g	0,90 CHF

Lunch Meal 1: Wrap				
Ingredients	Price	Amount	Amount for cake	Price for cake
Eggs	4,75 CHF	6 stk	2	1,58 CHF
Flour	4,40 CHF	1kg	125g	0,55 CHF
Salt	0,95 CHF	1kg	1 pinch	0,0002 CHF
Water	0,00 CHF	-	125ml	0,00 CHF
Oil	6,70 CHF	500ml	4 Teaspoon	0,0054 CHF
Turkey breast	16,90 CHF	400g	250g	10,56 CHF
Soy sauce	3,88 CHF	250ml	2 Tablespoon	0,0006 CHF
Lettuce	5,90 CHF	500g	4 leaves	0,20 CHF
Carrot	9,99 CHF	10kg	1	0,15 CHF
Cheese	9,70 CHF	2kg	50g	0,24 CHF
			Total (2 portions)	13,30 CHF
			1 portion	6,65 CHF

Lunch Meal 2: Salad				
Ingredients	Price	Amount	Amount for salad	Price for salad
Eggs	4,75 CHF	6 stk	2	1,58 CHF
Tomatos	1,69 CHF	300g	100g	0,56 CHF
Pepper	1,98 CHF	1kg	1	0,40 CHF
Cucumber	0,50 CHF	400g	200g	0,25 CHF
White vine vinegar	29,40 CHF	15l	2 Tablespoon	0,01 CHF
Oil	6,70 CHF	500ml	4 Tablespoon	0,64 CHF
garlic clove	0,40 CHF	100g	1	0,01 CHF
Lettuce	5,90 CHF	500g	1	5,90 CHF
Onion	0,15 CHF	1	1	0,15 CHF
olives	2,30 CHF	200g	6	0,14 CHF
Tuna	3,60 CHF	295g	1 Can	1,22 CHF
			Total (2 portions)	10,86 CHF
			1 portion	5,43 CHF

Lunch Meal 3: Soup				
Ingredients	Price	Amount	Amount for soup	Price for soup
Carrots	9,99 CHF	10kg	750g	7,49 CHF
Onion	0,15 CHF	1	1	0,15 CHF
Vegetable stock	3,90 CHF	290g	1 Teaspoon	0,03 CHF
Butter	2,40 CHF	250g	1Tablespoon	0,12 CHF
Milk	1,39 CHF	1l	100ml	0,14 CHF
Ginger	5,90 CHF	1kg	0,5 Teaspoon	0,00 CHF
Joghut	1,30 CHF	500g	150g	0,3900 CHF
			Total (4 portions)	8,32 CHF
			1 portion	2,08 CHF

Small-sized breakfast				
Ingredients	Price	Amount	Amount for breakfast	Price for breakfast
Croissant	1,30 CHF	1	1	1,30 CHF
Jam	2,95 CHF	350g	20g	0,17 CHF
Butter	2,40 CHF	250g	10g	0,10 CHF
Fruit salad	3,00 CHF	350g	200g	1,71 CHF
Coffee	0,30 CHF	1	1	0,30 CHF
Juice	1,10 CHF	1	1	1,10 CHF
			Total	4,68 CHF

Medium-sized breakfast				
Ingredients	Price	Amount	Amount for breakfast	Price for breakfast
Croissant	1,30 CHF	1	1	1,30 CHF
Jam	2,95 CHF	350g	20g	0,17 CHF
Butter	2,40 CHF	250g	10g	0,10 CHF
Roll	1,20 CHF	1	1	1,20 CHF
Honey	29,20 CHF	78 x 17g	17g	0,37 CHF
Ham	31,50 CHF	1kg	50g	1,58 CHF
Cheese	9,70 CHF	2kg	50g	0,24 CHF
Coffee	0,30 CHF	1	1	0,30 CHF
Juice	1,10 CHF	1	1	1,10 CHF
			Total	6,36 CHF

Special Breakfast menu				
Ingredients	Price	Amount	Amount for breakfast	Price for breakfast
Croissant	1,30 CHF	1	1	1,30 CHF
Jam	2,95 CHF	350g	20g	0,17 CHF
Butter	2,40 CHF	250g	10g	0,10 CHF
Roll	1,20 CHF	1	2	2,40 CHF
Honey	29,20 CHF	78 x 17g	17g	0,37 CHF
Ham	31,50 CHF	1kg	50g	1,58 CHF
Cheese	9,70 CHF	2kg	50g	0,24 CHF
Coffee	0,30 CHF	1	1	0,30 CHF
Juice	1,10 CHF	1	1	1,10 CHF
Salmon	16,30 CHF	1kg	50g	0,82 CHF
Egg	4,75 CHF	6 stk	1	0,79 CHF
			1 portion	9,16 CHF

Based on the cost calculations we calculated the prices considering the costs, the self-service and the use of organic and seasonal products.

	Cake		Dog Treats		Wrap		Salad		Soup	
Price in CHF	4,00		6,00		10,00		10,00		8,50	
contribution margin in CHF	2,61	65,3%	5,10	85,0%	3,35	33,5%	4,57	45,7%	6,42	75,5%
Cost in CHF	1,39		0,90		6,65		5,43		2,08	

	Small Breakfast		Medium Breakfast		Special Breakfast	
Price in CHF	7,50		9,50		12,50	
contribution margin in CHF	2,82	37,6%	3,14	33,1%	3,34	26,7%
Cost in CHF	4,68		6,36		9,16	

	Soft Drinks		Tea		Wine		Beer		Coffee	
Price in CHF	4,50		4,50		6,00		5,50		4,50	
contribution margin in CHF	3,40	75,6%	4,44	98,7%	5,09	84,8%	4,19	76,2%	4,20	93,3%
Cost in CHF	1,10		0,06		0,91		1,31		0,30	