



Blue mountain



"The Business' Plan"



Director: Tarell McIntosh
Company: Vieuxfort 3 LTD/CIC
Address: 14 Hildreth street market, London, SW12
9RQ

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(home made jerk chicken & coconut rice served with a roast pepper & butternut squash salad)



Executive summary



The restaurant and food industry is worth a staggering 19 billion pounds in the UK alone [Mintel].

Year in and year out, new and innovative restaurants and caterers pop up, adding to this figure. Some survive whilst some fail; but those that survive, do so with pride, as there are astronomical profits to be made!

In year one alone, 'Blue mountain' has the potential to generate confidently, gross revenue in excess of 60,000.00!!!

'Blue mountain' at its heart is; a taste of the Caribbean. Unlike many other delivery, coffee or cake services in London and the UK, 'Blue mountain' aims to offer one of the most exotic and exciting cuisines! And not only will 'Blue mountain' be a delivery caterer that offers you the products of Caribbean but it will most importantly offer a lasting Caribbean experience to the customers in store and at home!!!

The appeal of 'Blue mountain' is partly its uniqueness but also its ease to generate revenue. Nearly all of its products are able to produce margins and mark ups of over 600% with ingredient's at RRP prices alone! With wholesale suppliers this figure would bare the liberty to dramatically increase!!!! Additionally, 'Blue mountain' is a social and ethical take away/business. And will aim, overtime, to dedicate work experience to young adults in the "NEET" sector, with the aims of providing them the confidence they need to gain a job in the working world.

A proportion of jobs would also be offered specifically to the local borough, thus increasing employment opportunities for the local community.

Over the short time the concept of 'Blue mountain' has been established, 'Blue mountain' has gained huge support, especially amongst locals and those who are vegetarian.

Many businesses may flourish with the correct marketing and direction. But apply that same logic 'Blue mountain' and is has the potential to be huge!!!

'Blue mountain', a taste of the Caribbean!!!!



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Trading as: Blue Mountain
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Status proposal: limited company/ CIC
Business in operation: no
Business registered: yes

What is Vieuxfort 3 LTD

Vieuxfort3 LTD is the innovative social enterprise LTD Company designed and created by company director Tarell McIntosh. Vieuxfort3 LTD aims to support the local community and its employees through a business that operates as a food delivery service and café. (This will be under the format of a Community interest company)

What is Blue mountain?

Blue mountain is the trading name for the food delivery service under the Vieuxfort3 LTD Company. Blue mountain will be a café and delivery business that offers both a unique and authentic Caribbean cuisine, and also use a delivery partner to delivery it to the customer's doorstep.

There are many cafes and take away/ delivery companies nationally and locally, and even several shops that offer Caribbean food, however; Blue mountain aims to become a leading influential delivery business, located with the SW area of London capitalising on the growing food industry and healthy food sector.

To do this Blue mountain will firstly offer a staple for the area; Breakfast and then add value this by adding desserts and milk shakes all with a unique twist (within the restaurant industry), that is extremely popular amongst the western consumers. *Caribbean.*

It will aim to outshine traditional Caribbean take away establishments by using fresh and local community suppliers, bio degradable packaging and capitalise on a unique website that offers an education into Caribbean cuisine. The shop will also be dog friendly.

Blue Mountain will also be a *social company* with ethical values dedicated to aiding young adults in the 'neet' sector (not in education, employment and training). As it grows It would aim to do

this by offering a proportion of its jobs to those in the *neet* sector, and to those within the local community.

Philosophy

Its key for the idea, the concept, and the authenticity of Blue mountain; that it stands firm and proud of what it represents.

As a business, Blue mountain will actively, *wherever possible*, use local butchers for meat supplies, and local farmers for fruit and veg.

Blue Mountain will aesthetically have a very 'organic' feel especially with biodegradable packaging but also aims to reflect this otherwise by using trades within the local community and having a high level of transparency with its customers through its social media.

Blue Mountain would never aim to use additional food colouring or preservatives and would never aim to sacrifice the quality of food and drink, to the detriment of authenticity it stands for.

Additionally, by being CIC, Blue Mountain will be dedicated to supporting all employees to not only fulfil the terms and conditions of their job role but, in giving them long lasting transferable skills that can be taken into the working world. This could potentially be done with both in house and external training or through 1-2-1 mentoring. Mentors for the company have been confirmed and currently consist of:

Tarell McIntosh – Chef

Jamilia hayes – Chef

Aka Lemiah – Personal mentor for life skills

Michael baggs – Business mentor

Laura McBean – Buesiness and operations skills.

There is also a planned partnership with the charity catch22... However this is not confirmed.

Blue Mountain Consumers

Vieuxfort3 LTD, would aim to be suitable for a wide consumer market, however, would aim to attract a select target audience ranging from, 18 – 25.

Example: Consumer = couple of 2
Product = Milk shakes + dessert

“The common risk associated with spreading a target consumer range too wide, would actually be significantly reduced as Blue Mountain would be categorised within a *niche market*”. And also have an adaptable product offer to cater for more then one market.

Blue Mountain would also be able to combat this issue by having an Al a carte menu, meaning the customer is able to tailor the products

offered, specifically to their wants and needs. This reflects business's in Hildreth street market, such as MILK, Brickwoods and Blackbird Bakery.

“Blue Mountains 4 consumer groups”

-Under 16 – 20 (children) Desserts and milk shakes + main source of publicity.

-18-25 (the students) Desserts and milk shakes + delivery revenue source.

-25-35 (the young adults) main target customers + breakfast and food revenue.

-35-55 (the family) secondary target customers with most disposable income + breakfast and coffee revenue/ delivery menu.

All of the 4 target consumers are local to the area of Hildreth street market and easily accessible.

The macro industry

Within the London hospitality industry there are specifically 7 main categories of food cuisine that most restaurants can fit into (excluding fusions). This includes:

English

French

Chinese

Thai

Middle eastern

Italian

American/dinner

According to main directories, such as just eat, google and hungry house, and deliveroo, there are only 3 officially *consistently* recognised deliveries and take away business's in the targeted area of SW London, dedicated to serving Caribbean Cuisine **And NONE FOR DESSERTS. This is the opening for Blue Mountain.**

An additional handful of delivery businesses serve several Caribbean dishes or desserts, but none offer a full Caribbean or dessert menu or within the same quality bracket.

Unfortunately, what these delivery business also do, which Blue Mountain aims to not do in anyway possible; is completely dilute the authenticity of true Caribbean food, and offer an extremely large, low quality, mixed dish menu.

Delivery

Albeit not every recipe is suitable for home delivery (mainly fish and ice cream) there are several recipes and foods that are.

Blue Mountain has successfully proved this concept by creating traditional recipes, all of which, have grown over hundreds of years in the Caribbean and managing to serve them to several test audiences in a format that is typically more western.

This also has proven significantly stronger and more viable now delivery partners like Deliveroo offer a delivery service.

Blue Mountain Plans to use the Delivery partners Deliveroo, Just eat and Hungry house as the companies delivery partners and their draw of customers as the main source of delivery and takeaway.

This means Blue Mountain will not have to invest a substantial amount in marketing its delivery element, but rather focus on its core day today running of the shop/business. As the delivery partners already have a substantial consumer base, by signing up to them, Blue mountains aims to capitalise and benefit from their customer base and eventually transfer these delivery customers to the eat in customers through marketing in the format of flyering. (This was previously used in the pop up element and a successful plan).

According to Mintel & keynote reports, bloggers and several respected members of the restaurateur and food industry [imbibe], the UK restaurant and food market has potentially another 2 years of being the “big thing”, where after that the proposed idea is the alcoholic drinks market will start to see a bigger growth and expansion. By keeping a drinks element in Blue Mountain's menu, Blue Mountain also has the potential to grow in line with this market. Blue Mountain will also operate as a BYO in the evening and offer virgin drinks which customers can upgrade with their BYO. This allows Blue mountain to enter the alcoholic market with out the hassle of a personal licence.

Over the past several years the UK economy has constantly dipped in and out of a recession and while the retail sector had seen heavy fluctuations in gross profits and revenues, the food industry has actually grown by 3.4% and is now worth 19 billion pounds with in the UK alone.

There is also a huge growth with the food industry in the delivery area and now fierce competition amongst sites like Just eat, Deliveroo and Hungry house, to gain a loyal customer base. This provides a strong customer base even if foot fall is weak. (A good case study of this is take two and Patty Island).

(Please see attached sheets for industry reports)

Micro industry

Presently it is considered an increasingly harder time for many small independent companies, however there has been a key revival and surge of support by many local councils and the general public (including Wandsworth; where Blue Mountains proposed location would be) to support new companies/ start up business's. This applies to companies that are ethical and sustainable, which Blue Mountain aims to be.

This means Blue Mountain as new business would benefit from this "independent business movement" and may also be entitled to several tax relief's, easing the struggles commonly associated with any business's first year start up, mainly applying to business rates.

Blue Mountain has had verbal confirmation from Wandsworth council that if it operates as a CIC, it's eligible for 80% exemption from business rates. This would be a discretionary award and granted yearly. This Charitable relief is awarded to charities, However CIC's that benefit the local community are also eligible. This benefit would be in the format of offering jobs to the local job centres and working with the National apprenticeship scheme.

Goals

Blue Mountain aims to become a recognisable self-sustained café and delivery business within the south London area and over time within other neighbouring areas in London. Through the uniqueness of the ideas and the fact there is nothing like this in London, Blue Mountain will always aim to create a lasting experience on the customers, with not only great food but also with an education into the culture of the Caribbean via its social media.

Month one

- open Café store and begin daily trading and late night opening.
- Sign up to Deliveroo and begin take away menu

Month two

- Sign up to Just eat and Hungry house offering a "lickle" menu and spin off on the BM idea.

Month three/four

- Open sugarcane spin off idea and operate on Deliveroo only
 - Open sugarcane spin off idea and operate on JE and HH only.
- Note- This is where the evening menu would be branded differently from the Desert and Breakfast menu. And become a separate brand in its own right. However, this name/brand is liable to change/possibly be called Pineapple/watermelon but still be under the Vieuxfort3 LTD company umbrella.

Within the store the evening menu would be under the Blue Mountain name. As customers can order a dessert, breakfast or dinner from the shop. However, in order to create a bigger brand appeal/appearance. Desserts for take away would be marketed under the Blue Mountain brand and be on every flyer. And the evening menu would be under a separate brand, on another flyer.

This brand, once developed would mention "In partnership with Blue mountain, and aim to draw customers Back to the Blue mountain shop.

Quotes on the flyer would mention something along the line of... "so you fancied a Caribbean mean? What about a Caribbean breakfast? Check out our sister brand in Balham called blue mountain, where you can get the same menu, but also breakfast to... etc etc etc"

This marketing would give a bigger exposure on the delivery partners pages, as two brands would be on each site and create a streamlined channel of marketing/ product offer. This would be similar to arcadia= topshop, miss Selfridge etc /tesco = Harris and Hoole.). Different brands will appeal to different consumer markets.

Within Year one Blue Mountains primary aims are to focus intensely on the day-to-day core running of staff and the channels of marketing, especially flyering to boost the TA and delivery revenue.

Vieuxfort3 LTD aims for Blue Mountain to start generating a consistent gross profit after 6 months, but overall the focuses will be directed at flat ironing out any in-house issues and marketing its products and services through the use of public relations, loss leaders and promotional discounts.

Within year two Blue Mountain will of have aimed to have finally begun to establish a recognised and trusted client base within Balham and would like to begin expansion into other neighbouring areas via its delivery idea and different brands. Ideally Blue Mountain would have generated enough revenue to have broken even and would aim to have a *consistent* reserve capital from the 16th month onwards.

By year ¾ Blue mountain aims to have recovered any losses back and begin to generate enough profit to make open a second premises and be fully self-reliant. By these years Vieuxfort3 LTD also aims to begin the possibility of expansion into the restaurant industry and open its sister restaurant shop, using one of the brands created.

By year 5 Vieuxfort3 LTD aims to for Blue Mountain to be a recognised café within the SW London area and begin the process of opening another premises in a new part of London, under one of its separate brands.

Within 10 years Vieuxfort3 LTD aims to ideally have 3 restaurants/cafes under the companies umbrella and a 4th individual premises that would be opened in London as a test kitchen.



Products

Blue Mountain aims to offer 3 key products:

- desserts and food
- milkshakes

-Breakfast and Gourmet coffee.

Breakfast

Based on the current popularity of BREAKFAST in the Hildreth street market area, Blue Mountain will offer approximately 10 set breakfasts, and an a la carte option to build your own. Currently there are 4 cafés located on Hildreth street that offer English breakfast, but none all fall under and English or American style.

On an average week day (mon-thurs) these shops have an average total of 44 customers per hour (this has been counted over the November – December 2016 weeks).

On a weekend (Fri-sun), customer totals per hour, exceeding 80 customers during the periods of 10am-3pm.

These shops all have queues, and from the period of 10am-3pm, these queues consistently were formed of 8-10 people.

This demonstrates a high demand for coffee and breakfast regardless of the cuisine and demonstrate the need for Blue Mountain to sell a Breakfast menu.

In order to further differentiate Blue Mountain from a standard café/restaurant, It will also offer gourmet coffees flavours.

Desserts

As Blue Mountain, was additionally a dessert concept, Blue Mountain will offer a host of traditional American style desserts but these two will be formed with a Caribbean twist. This is based on the popularity of the brand Crèmes, tinsel town and Afters (which have now been successful enough to franchise out their companies in various locations across London).

Blue Mountains Second source of money. Aims to be generated from selling Pancakes and waffles, with ice cream, sauces and fruit.

BOTH DESSERTS AND BREAKFAST FALL UNDER A1 SHOP USAGE AND REQUIRE NO FURTHER FOOD REQUIREMENTS (such as an extractor etc). THIS HAS BEEN CONFIRMED FROM WANDSWORTH COUNCIL VERBALLY, AND CONFIRMED AS OTHER NEIGHBOURING CAFÉ'S OPERATE AS A1 (INCLUDING BIGGER BRANDS IN THE AREA, LIKE SUBWAY, STARBUCKS AND BERTY AND BOO).

Food

Although Blue Mountains Figures predict that Breakfast alone, is sufficient enough to break even, Blue Mountain will also offer a selection of Caribbean food in the evening from 4pm onwards, all with recipes that have been modified for an A1 shop setting but with out loosing the authenticity and integrity of the original concept.

As Wandsworth A1 policy states that: Cooking of food must be light, No raw food can be prepared on a shift and no frying can be allowed on the premissis, Blue mountain will follow these guide lines in the format,

- **No food dishes will have contained fried goods.**
- **All cooking of curries etc will be prepared overnight (and then warmed up on a shift.)**
- **Blue Mountain will use only electrical equipment and no gas**
- **Jerk Chicken will now be served as grilled chicken slices, and cooked using a Panini grill, relieving the need of an extractor and falling into A1 Cafe usage.**
- **Blue mountain will install a Lincat fume extractor, meaning all grease particles will be recycled using a charcoal filter, and ensure light cooking regulations (for air quality) are met... This isn't a requirement but would allow for a strengthened certificate of authentication to be applied to the shops menu, which is cheaper than an A3 application**

Example 1: Jerk chicken. This would be a stable part of Blue mountains menu but due to the restrictions of cooking within a confined area, and in a non A3 premises, the traditional method of using a steel jerk pan would be excessively Smokey and time consuming. So alternatively slices of chicken breast would be marinated and grilled on a Panini grill.

This mimics the traditional method but is safer and more efficient and falls inline with cooking on a A1 premises.

Example 2: Chicken curry. This would be cooked off shift, and over night. Then portioned out into 400ml containers.

During a shift, Chefs would warm up the curry, which removes the cooking element.

Example 3: Breakfasts, would be cooking using microwaves and a Panini grill. Eggs- warmed in the microwave, Toast – would be toasted, Callaloo- would be warmed in the microwave. – Mushrooms would be sautéed over night then warmed up on a shift, Sausage and bacon would be grilled on a Panini grill.

Menu

The menu offered at Blue Mountain will have all homemade and traditional items of food, but will be based similarly to menus of local shops in the proposed SW area, like, Nandoes, Afters, brickwoods and and Crèmes

Example 1: Items like the jerk chicken; burgers or ribs will be offered with 1 or 2 sides as a “combo deal”.

Example 2: Coconut waffle, with a choice of two sides or ice cream

Example 3: There would be possibilities to upsell with condiments like cheese, pineapple, roasted peppers etc.

Blue Mountain would ultimately use a set menu for the breakfasts in the day, but an A la Carte menu in the evening, aiming to allow the customer to gain a great sense of freedom and to explore at their own free will.

Blue Mountain will also offer a range of platters which would aim to increase customer spending and maximise profits.

Ital and vegan food

Blue Mountain will also tap into the vegan market by offering a selection of food outside the traditional bean/mushroom burger or green smoothie option.

(Veggie burgers would be warmed up in the microwave, then toasted on the Panini grill)

In the Caribbean, after the Rastafarian movement, a special vegetarian way of eating was developed called ‘ital food’.

Blue mountain will serve a selection of this food on it menu, again adding to its uniqueness.

Sustainability & ethics

Wherever possible Blue Mountain aims to use fresh ingredients and local suppliers but will still aim to retain profitability. If a sustainable local option is not possible, blue mountain will, as a last measure use standard supplier to cover the shortfall.

Blue mountain will also use biodegradable packaging.

Methods

Blue mountain foods have all been created with profitability and authenticity in mind.

All food in Blue mountain will be prepared systematically. Blue mountain will always replenish stock before a shift is due to begin.

Method example: 10 bean curries will be required per standard shift. If this number reaches 4 during a shift, aka the critical zone, it will then require replenishing before the next one.

This method should aim to reduce the chances of '0' bean curries during a shift.

Blue Mountain will also enforce a 'first in-first out' policy in conjunction with the replenish method to ensure food wastage is kept to a minimum and food freshness is maximised.

Using the replenish method allows for up to Approximately 80% of Blue Mountains menu to therefore be cooked in advance, warmed up and finished off before serving, creating a highly efficient service This cooking method is used by several restaurants and has been tried on all of Blue mountains recipes to ensure they comply with H&S regulations.

House drinks

Within the next 5 years the drinks and bar industry is predicted to increase [imbibe], so in order to meet the potential growing demand Blue Mountain has created a virgin drinks menu, that is flexible enough to meet that increase (as it can be made alcoholic)

As the focus is predominantly on the food and education, Blue Mountain will also aim to have a small selection of brought in drinks such as "ting" (which is a Jamaican carbonated lemonade) and coke etc, to appeal to customers who prefer a branded drink, but mainly offer a selection of homemade juices.

SPH/ SPO

"The average spend per head aims to be £6-12.00 per person."

Apprenticeships

Blue Mountain over time will also aim to offer work experience to young individuals who wish to gain experience in the restaurant/catering industry.

These work experiences will include reduced roles within Blue Mountain and are additionally a **form of cheaper staffing** but they ideally and mainly, they serve the purpose of giving something back to the community.

These apprenticeships also allow Vieuxfort3 LTD to become a registered CIC and gain an 80% tax exemption from business rates. They would hopefully lead to long-term employment in Vieuxfort3 LTD as the company grows or within another establishment.



Marketing plan

The market

Within the London food industry there are specifically 7 main categories of food excluding Caribbean, This includes English, French, Chinese, Thai, Middle Eastern, American and Italian.

At present there are only 7 consistent official "sit down and eat in" restaurants in London, that serve Caribbean food and three officially *consistently* recognised deliveries and take away business's in SW London dedicated to serving Caribbean cuisine. There are only 2 dessert bars.

This clearly demonstrates the fact there is a "major gap in the London food market" and in the SW area where Blue mountain plans to operate.

Out of these business's, 6 have been visited and all confirm the demand for Caribbean cuisine/ desserts is extremely high.

These restaurants all seat a minimum of 30 covers, and all have an average turn over of 50 covers in one night.

If Blue Mountain was able to create the same level or orders in one day with the estimated SPH/SPO of £12.00, Blue Mountain would be able to break even and produce a profit.

The UK hospitality industry is worth £19 billion and is still growing. The reason why its still growing according to bloggers and people interviewed from Clapham high street/ Clapham junctions is, 'because it's a great social aspect and in times of hard finances. It's a form of entertainment cheaper than shopping.'

With this growth Blue Mountain aims to take the experience even further and deliver it right to the customer's doorstep for a fraction of the price.

"Out of 50 local SW people who have tried Blue Mountains taster food 49 would happily pay the proposed price to eat it".

Customers

Blue Mountains: target audience and *consumers* can be split into 3 categories:

(DESSERT and MILK SHAKE CUSTOMER)

-18-25 (the students) socio class: C1, C2 & B

This *customer section* is comprised of students and new young professionals. *They do eat out but stick to the bigger brands they know and trust.*

They have a disposable income but would spend it else where on brands they know and trust.
They would be attracted to Blue mountains combo offers (similar to Nandoes and crèmes) and would have a SPH of 7-11.00.
They would also be a main contributor to the main source of publicity through social media. And be inclined to take part in promotional deals via e-marketing and social media like Groupon, Twitter & Facebook

(TAKE AWAY/ EAT IN CUSTOMER)

-25-35 (the young adults) socio class: B & A
This *target market* would contribute heavily to Blue Mountains main source of income. This market comprises of young families and professionals who are more inclined to spend time and money eating out and have the potential to become the faithful and loyal customers. Their average SPH is estimated at £15-21.00

(EAT IN AND COFFEE CUSTOMER)

-35-55 (the family) socio class: C2, C1, B & A
This *target market* would potentially make up Blue mountains ethical cliental.
These are conservative people local to the Wandsworth area, who have the most disposable income and are part of the ever growing café culture. They actively endorse independent shops and ethical companies. They have an estimated SPH of £8-15.00

Marketing strategies and deals

Blue mountains first year is aimed at promoting and gaining a wide variety of customers within the above 3 levels of audience. This not only creates direct trade with an immediate response, but also begins the foundations for the potential of long lasting consumer relationships.

In order to do that, within the first year Blue mountain would:

1. Door2door flyer within 2-mile radius offering a 10% off for 10 seconds of dancing (which can be posted on Facebook and instagram)
2. Promotional flyering at Balham and Clapham south during rush hour offering 10% flyers and free fruit to passers by.
3. Groupon and wowcher deals for platter deal at a set price.
4. After three months of trading, Blue Mountain would sign up to just eat to expand its customer base.

Blue Mountains main goal is to build up a customer base through Deliveroo and JE, relieving the strain of trying to access new customers, and build a data base through them. By using an established customer base, Blue mountain becomes a supplier of goods with another company promoting it for free.

Blue mountain is also keen to capitalise on the streets high footfall and plans to do this through applying for a tables a chairs licence and gaining outdoor seating to draw in customers.

During summer months, Jerk chicken will also be cooked on an outdoor barbeque adding to the theatrics of its Caribbean element.

Competition

Blue Mountains main source of competition would not only be Caribbean restaurants that offer a delivery service. But mainly café and local take away/delivery business that have been established a lot longer in the SW area.

Generic pizza, Indian and kebab take away services will always be completion as they fall into the nations comfort food category. However, Blue Mountain will automatically overcome this by having a unique and individual menu.

The three Caribbean brands in a local radius that offer a premium selection of Caribbean food that Blue mountain would consider competition for the SW area would be:

Negril

Veranda

A taste of st Catherine's,

The Cafe brands in a local radius that offer a food that Blue Mountain would consider competition for the SW area would be:

Brickwoods

Black bird

Milk

Berty and boo

All of the above shops have the luxury of operating from their own shop premises meaning they also fall into the restaurant category, however none of these shops offer a delivery service (with the exception of Brickwoods who operate on Deliveroo).

Blue Mountain aims to eventually fall into the restaurant category closer to a year of trading, once an A3 licence can be applied for. This is a long term goal, and would allow for additional items to be added to the menu.



Operational plan

In order for Blue Mountain to operate, it would need a fully operational kitchen to cook and prep in, this would be located in store, in the basement facilities **And built from scratch.**

It will also need high storage capacity to store dry stock and fresh stock, which will be stored in the banquettes and basement fridges.

This premises would receive all deliveries for Blue Mountain and daily all deliveries. Once received they would be stored with the first in first out policy maintaining food freshness.

Method:

Monday night: 60 Raw chicken breasts to be delivered to 14 Hildreth street,

Monday night: Stored in fridge and labelled with delivery date in safe containers.

Tuesday morning: 60 chicken breasts cleaned and prepped in kitchen, placed in safe containers.

Tuesday – Saturday : chicken sold.

Method:

Monday night: waffle batter portions low at kitchen

Monday night: At end of shift, note how many portions to make at kitchen (stock take)

Monday night: check all ingredients needed are in supply, and order those not.

Tuesday morning: Bring all ingredients to test kitchen and prepare batter.

Tuesday morning: portion out batter and then day label portions.

This system is reliable and will ideally work better once Blue Mountain will have a better understanding of its most popular dishes In order to generally understand what needs to be ordered more frequently. However when it's used with both the first in and first out in system, it has the potential to eliminate high stock wastage, especially as most of the stock has a long shelf life.



Management 'n' organisation



Staff

All MAIN staff will be hired after a two-day trial run, (first day unpaid, second day paid), Then enter a period of 3 month's probation. During their probation they will be issued with contracts of employment.

All payment will be PAYE and per hour rather than per shift [tbc]. All staff will be paid in fortnightly arrears (after 4 weeks) with payslips and via faster payments or BAC's.

Blue Mountain aims to have, per shift, a standard team of 2 members. This would be over both the morning evening. With a maximum total of 5 members working per a day.

Apprentices

Blue mountain will sign up to the National apprenticeship scheme and aim to employ 2 apprentices per role. This would lead to a total of 14 apprentices.

On the job training would be provided by the Main staff, with gradual responsibility being handed over to the apprentices at monthly.

Quarterly intervals.

Roles and duties

HEAD CHEF - Lead kitchen (split over two people)

SOUS CHEF apprentice – support kitchen and work in service and prep (split over two people).

PREP CHEF apprentice – support kitchen and food organisation (split over two people).

HEAD WAITER- Lead floor and coffees (split over two people)

SUPERVISOR AND BAR BACK apprentice - Lead floor and deliveries (split over two people).

BARISTER and SUPERVISOR apprentice- make drinks and manage ordering (split over two people).

Blue mountain would run from 10am – until 10pm every day.

- have four members of staff from 9 until 5 pm
- have six members of staff from 5pm (1 upper chef, two apprentice chefs and 1 floor manager + two apprentice waiters)
- (potentially a porter and bar back would be employed from 7pm)

- All deliveries would be handled via Deliveroo and TA orders would come through JE.
- *Until after three months, Blue Mountains core team would not aim to pass 16 employees.*

Apprentices.

Training

All staff would have standard training including:

- Health and safety training (legal requirement)
- Fire training (legal requirement)
- Food and hygiene training (legal requirement)
- Staff training (Bm requirement)
- Equipment training (Bm requirement)

All chefs would also be required to hold a level 2 food and hygiene certificate in order to serve food to the general public.

As part of Blue mountains social element, if a staff member did not hold the correct nor desired qualifications, they would be sent to gain one at Blue mountains expense.

SSP/ SMP

As standard with most companies SSP and SMP would be paid in accordance with government regulations.

Blue Mountain would also be run on a 2 tier hierarchy system, with short lines of communication.

(For company structure, staff roles and rotas see attached sheets)

Suppliers and orders

To date all Blue Mountains ideas and costs have been calculated with ingredients priced at a commercial RRP including vat (which is applicable at the present rate of 20%).

Wholesale suppliers have been finalised and at present all individual servings of food have presented profits with an average of 619% with the base line target being 300%.

This 619% has been calculated with stock at a RRP price. Meaning this will increase with a wholesale stock price (this is dependant upon stockist).

As Blue Mountain will be beginning as a 'start up company', Blue mountain would ideally aim to to have a maximum of 3 fresh food deliveries per week from big wholesale companies such as moens and sons and Imran's. And one bi weekly big dry foods delivery from companies like wanis and nisbits. However, should cashflow be tight,

this will become a daily ordering system- ordering little and often, in order to free up stock. Or from local wholesalers like Bookers.

All stock would be checked the night before, so the replenishing method would be used to keep stock in order.

Suppliers would be paid delivery for the first month, increasing to bi weekly payments after the first month, and JE, and Deliveroo pay bi-weekly.

(For additional costing's and supplier lists see attached sheets).

Payments

Payments taken in Blue Mountain would either be via credit card, debit card or cash. No credit or cheques will be offered or taken.

This will be provided by XLNT.

(Staff)

In addition to 'in-house' staff, Vieuxfort3 LTD would use an 'outhouse' solicitor and accountant.

Vieuxfort3 LTD would manage its own book keeping.

VAT

Vieuxfort 3 LTD will VAT register after the first 3 months of trading,



Vieuxfort3 LTD Current Assets



Current financial value: valued on the 22/12/16

Mini commercial oven	70.00
Griddle and grill	79.99
Pannini grill	300.00
Semi industrial microwave x3	1200.00
Juicer	69.99
Hand blender	30.00
Scales	23.00
8x baking tin	70.00
10 x commercial pot	75.00
4x domestic pots	15.00
Potato cutter	7.99
7x baking trays	35.00
Pyrex jug	5.00
Bread maker	50.00
2x Small storage container	4.99
3 x med storage container	13.99
Large storage container	10.00
Mixing bowls x 3	15.00
Serving tongs set	19.00
Chopping bored set	50.00
2 x Knife set	59.98
crockery pots x 9 (more to be purchased)	76.99
Food processor	350.00
Magi mixer	499.99
Kitchen aid	699.99
3x Heston Blumenthal thermometer	60.00
1 mac computer	800.00
Software	900.00
Tablet and pen	70.00

NEW ASSESTs AQUIED RECENLTY

Lincat oven x 2	2800.00
Lincat hobs x 2	1200.00
Lincat extractor x 2	2000.00
3 x commercial fridge	1300.00
1 x Ice cream freezer	100.00
2 x barback	600.00
4 x stainless steel table.	400.00
1 x glass washer	200.00

Total **£14260.90.**



Start up expenses

Proposed start up cost: 22/12/16.

Item	Cost (INC VAT)
Company accountant first 3 month fees (150 per month after)	300.00
Solicitor fees	850.00
Food registration approval	0.00
Tables and chairs licence	400.00
Liabilty insurance	350.00
Webpage and hosting	0.00
Flyers, menus and leaflets (up to)	1500.00
Plumbing (inc boiler)	1400.00
Building work	3000.00
Electricals	600.00
3 months electric	210.00
3 months rent (quarterly payments) (can be negotiated)	6400.00
Shops security deposit (To be paid a later date)	nill
3 months business rates (until exemption is applied)	2225.00
coffee machine lease	750.00
crockery	500.00
kitchen sinks	600.00
shop frontage	200.00
1 st pay role for staffs wages	4340.00

The total amount of *capital* needed to start up Blue Mountain would be **23,625.00** This amount includes VAT and other labour or taxed expenses.

To date this start up cost has been calculated using estimated quotes and a varied quantity of suppliers.

The cost figures have also been calculated at either the highest possible cost or an estimated cost.

Overall the total capital needed has **not** been modified to include a 20% to contingency, which is the industry expected standard. Ideally this should be included and aim to cover any unforeseen costs.

“This sum is also an outright cost, where all equipment and services have been paid for. This amount could be reduced if it was financed/leased. Significantly reducing the start up costs, but creating longer term overheads”.

“Ideally Blue mountain would like to find a sponsorship from an external investor to help with a complete marketing plan (and budget. This would leave reserve capital for Blue mountain and staff, but this is something which needs further investigation.”



Financial plan and forecasts



Below is an “averaged out” calculation of Blue Mountains monthly, quarterly and annual costs for the first year.

These annual running costs are split into two categories:

External Set costs which will remain set for a foreseeable term by the government/council and by the landlord. i.e. business rates, lease and utilities.

Internal varied costs i.e; wages and stock.

Annual running costs (jan - june)

A	B	C	D	E	F	G	H
balham		quarter 4			quarter 1		
	month	jan	feb	march	april	may	june
costs							
gass n/a		0	0	0	0	0	0
electricity (based on trading)		40	40	40	40	40	40
water (included)		0	0	0	0	0	0
rent 350 per week		1516	1516	1516	1516	1516	1516
business rates		0	0	0	0	0	0
PL insurance (approx)		33	33	33	33	33	33
stock (inc vat)		1800	2000	2000	2200	2400	2800
drivers wages@ 3.50 x10hrs per day - 5pm start		1085	980	1085	1050	1085	1050
drivers wages@ 3.50 x10hrs per day - 7pm start		542.5	490	542.5	525	542.5	525
porter wages@ 3.50 x10hrs per day - 5pm start		0	0	1085	1050	1085	1050
porter wages@ 3.50 x10hrs per day - 7pm start		0	0	542.5	525	542.5	525
potential staff		0	0	0	0	0	0
potential staff		0	0	0	0	0	0
potential staff		0	0	0	0	0	0
potential staff		0	0	0	0	0	0
potential staff		0	0	0	0	0	0
total		5016.5	5059	6844	6939	7244	7539
10% contingency (approx)		501.65	505.9	684.4	693.9	724.4	753.9
total plus 10% contingency		5518.15	5564.9	7528.4	7632.9	7968.4	8292.9
break even point per day		178.005	198.746	242.852	254.43	257.045	276.43
number of customers with sph		14.83374	16.5622	20.23763	21.2025	21.42043	23.03583
set costs							
variable costs							
totals							
probation wage of 4.31 pr hr							
days in months		31	28	31	30	31	30

(In reality £100.00 worth of stock would be able to cater for 70-90 deliveries/orders and produce around £600.00 revenue. This is with the average profit on all food being around 619%. However in order to host a wide range of menu options, surplus food will be ordered, so this amount allows for waste.)

The break-even cost that needs to be generated per day is set at 178.00, (as shown in the fourth quarter month of January).

This amount is calculated from all set overheads and the minimum amount of varied costs. Anything generated over this aims to be Blue Mountains gross profit.

This breakeven point also includes a contingency to the value of 10% of the monthly cost, to cover any unforeseen circumstances. If there are no unforeseen circumstances then the breakeven cost will lower.

As months develop and trade increases/varies, Blue Mountain would aim to have more staff and stock therefore increasing the breakeven point to a higher amount.

As a rule of thumb Blue mountain would only employ extra staff and extra stock if and when it was needed.

Example: During the first and second quarter, Blue Mountain would expect a higher turn over of customers due to increased trade of summer months. Blue Mountain would therefore need extra stock and also additional staff to meet the demand. But if turnover is lower than expected, then extra staff would not be used and extra stock would not be ordered, keeping inline with Blue Mountains break even point.

The stock baseline estimation cost, covers the stock per day needed, regardless of the actual number of orders, to cater for a varied customer needs and demands.

The stock estimation presented is higher than actually calculated but it was generated with a random selection of orders, and allows for contingency and waste.

This 80.00 baseline stock cost, can also roll over into the next day if surplus stock isn't used meaning; the next day would have to use less fresh stock therefore cutting costs.

If the stock cost rises past the base line estimation to cater for more customers and trade, because of its mark up, which aims to always be least 300%, this extra stock will pay for itself and aim to generate profit.

All of Blue Mountains stock aims to have profits of at least 300%. Whilst Some products actually have profits as high as 1600%, with the average being 619%. This covers profit and vat.

By having profits of over 300%+ Blue mountain aims to reinvest the margins of the sales 3 ways; once to recover the stock cost; once to pay for utilities and once to pay for staff and wages.

Method:

Stock mark up of at least 300% = reinvestment/3 ways:

100% stock costs

100% staff wages

100% utilities and bills

As the break even point is able to fluctuate depending on the varied costs. In the last row of Blue Mountain's annual running costs sheet, is the number of customers with a average SPH/SPO of £12.00 required to create the breakeven point for that required month. On average overall, 20 customers would be needed per day, to cover this amount.

Estimated profit and loss sheet

	month	quarter 1			quarter 2			quarter 3			quarter 4			annual
		april	may	june	july	aug	sep	oct	nov	dec	jan	feb	march	
AM daily people		15	15	35	40	40	40	25	25	25	10	10	10	
AM monthly people (morning sph 13.00)		450	465	1050	1240	1240	1200	775	750	775	310	280	310	
AM monthly reveue		5850	6045	13650	16120	16120	15600	10075	9750	10075	4030	3640	4030	114985
PM daily people		17	25	35	35	45	45	45	35	25	10	10	15	
PM monthly people (evening sph 15.00)		510	775	1050	1085	1395	1350	1395	1050	775	310	280	465	
PM monthly reveue		7650	11625	15750	16275	20925	20250	20925	15750	11625	4650	4200	6975	156600
Total generated per day		450	570	980	1045	1195	1195	1000	280	280	280	280	355	
monthly totals		13500	17670	29400	32395	37045	35850	31000	25500	21700	8680	7840	11005	271585
monthly costs		7700	8000	8300	8400	8700	8600	7800	7200	7300	5510	5100	7530	90140
monthly profit/loss		5800	9670	-2100	2990	6827	8421	7698	7041	3827	3170	2740	3475	
				-5630			18238			18566			9385	181445
costs														
profit/ takings														
loss														

Anticipated profit and loss sheet

	month	quarter 1			quarter 2			quarter 3			quarter 4			annual
		april	may	june	july	aug	sep	oct	nov	dec	jan	feb	march	
AM daily people		15	15	35	40	40	40	25	25	25	20	25	10	
AM monthly people (morning sph 13.00)		450	465	1050	1240	1240	1200	775	750	775	620	700	310	
AM monthly reveue		5850	6045	13650	16120	16120	15600	10075	9750	10075	8060	9100	4030	124475
PM daily people		17	25	35	35	45	45	45	35	25	10	10	15	
PM monthly people 1/2 on D (evening sph 15.00)		43	55	70	75	75	70	65	40	30	30	35	37	
PM monthly reveue		1290	1705	2100	2325	2325	2100	2015	1200	930	930	980	1147	
Total generated per day		450	570	980	1045	1195	1195	1000	280	280	280	280	355	
monthly totals		13500	17670	29400	32395	37045	35850	31000	25500	21700	8680	7840	11005	271585
monthly costs		7700	8000	8300	8400	8700	8600	7800	7200	7300	5510	5100	7530	90140
monthly profit/loss		5800	9670	-2100	2990	6827	8421	7698	7041	3827	3170	2740	3475	
				77975			123390			69775			48908	320040
costs														
profit/ takings														
loss														

Above are calculations for Blue Mountains **averaged** monthly, quarterly and annual profits or losses within the first year. These profit and loss sheets are based on the trade of like for like companies within the area and the expected customer orders that would be reflected by the years seasonal months i.e summer = more customers and winter = less customers.

Based on the current turnover of customers in the Hildreth street market area, Blue Mountain could reasonable, expect anywhere from 20-40 customers per day with a SPH of 10.00

On an average week day (mon-thurs), the local shops in the street have an average total of 44 customers per hour (this has been counted over the November – December 2016 weeks).

On a weekend (Fri-sun), customer totals per hour, exceeded 60 customers, during the period of 10am-3pm.

These shops all have queues, and from the period of 10am-3pm, these queues were consistently formed of at least 8-10 people.

This demonstrates a high demand for area and a confident footfall of customers willing to spend on breakfast.

The local café's in the area have a menu price point starting at 8.50 for a breakfast- 15.60. with coffees and cakes starting at 2.50 – 5.60.

For both coffees and Breakfasts, Blue mountains prices are towards the lower entry points. Suggesting that, the estimated SPH will be met.

Estimated profit and loss

For year one, the Estimated scenario cash flow, is based on **little marketing** and purely using flyering as a source of establishing a customer base.

Annual turnover for Blue Mountain is predicted to be £272,000.00 with a projected profit of £181,000.00. (This is a daily average of £772.00)

This low profit is based on an extremely low turn over of customer orders with an averaged level of and stock and staff hours.

But this figure still bears the potential to be increased. If staff hours are cut.

It is based on a highly generous running cost with several contingencies and allows for a high level of wasted stock and additional staff.

Additionally, if trade and customer turnover was as low or lower than projected in Blue Mountains annual running costs, Blue Mountain would simply cut the additional staff and the low selling stock during the 2rd and 3rd quarter months. It would not be needed as the additional staff and stock was included to meet the projected outcomes of the profit and loss sheet.

Anticipated profit and loss

For year one this would be the Anticipated case cash flow, based on a higher **turn over with correct/efficient marketing in conjunction with capitalising on the locations accessibility and delivery partners.** Using spike days, discounts, loyalty cards, etc ect would be an example of

this. Annual revenue would be £410,000.00 with a projected pre-tax profit of £320,00.75 and after tax profit of £250,00.00

Overview

Both the estimated and anticipated figures are averaged and therefore slightly inflated. From previous experience Blue Mountain has raised weekly, a revenue of 2,500.00. If this was generated again (averaged), this would make a **projected revenue** of **130,000.00**. Which would generate a profit of **around 40k.**

Over all and generally, local deliveries (brickwood, tiatin, Hache) tend to do at least 10 orders per night excluding the increased weekend trade on Friday, Saturdays and Sundays. Where they hit around 30+ deliveries. So if Blue Mountain was to take an order turnover of that number, with the modest estimated SPH of 12.00/13.00ph then the forecasts would also be met.

Additionally these projections are based on small combo deal orders and not large platters which have been added to the menu.



Attached sheets



- Reports and articles used
- Apprenticeship breakdown
- Clapham interviews
- Focus group
- Company structure
- Menu
- Fit out costs
- Suppliers
- Exit strategy
- Location



Reports and articles used



Article one:

<http://www.fedrest.com/eatingoutstatistics.html>

Article two:

<http://www.marketresearchworld.net/content/view/2918/78/>

Article three:

<http://imbibe.com/news/2010-01/uk-pubs-restaurants-have>

Article four:

<http://www.solocupeurope.co.uk/newsdetails.asp?NewsID=118>

Report one:

<http://www.ibisworld.co.uk/market-research/full-service-restaurants.html>

Report two:

<https://www.keynote.co.uk/market-intelligence/view/product/10589/restaurants>

Report three:

<http://oxygen.mintel.com/display/590337/>

Report four:

http://oxygen.mintel.com/sinatra/oxygen/list/id=590116&type=RCItem#0_1___page_RCItem=0

Report five:

<http://oxygen.mintel.com/display/638101/>

Report six:

<http://oxygen.mintel.com/display/638119/>



Apprenticeship breakdown



Apprenticeship/ work experience

Blue mountain aims to give back to the community and involve young people or those within the NEET sector. Blue mountain will offer 4 apprenticeship packages lasting up to 6 months at a time.

There is no probation period and apprentices are able to leave at any time.

References will be written for all apprentices and tailored to the individual's career choice. If the apprenticeship goes well then the candidate will be held on company database for a permanent job

Age range 16-21

Package one (16+)

2 days trial as kitchen porter

3 - 6 months work experience within role chosen

Reduced working shifts

Staff meals included

Travel expenses

Level 2 (&3) food and hygiene/ first aid course provided

Unpaid

Package two (18+)

2 days trial as kitchen porter/ prep chef

3 - 6 months work experience within role chosen

Reduced working shifts

Staff meals included

Travel expenses

Level 2 (&3) food and hygiene/ first aid course provided

Unpaid

Package three (16+)

2 days trial as porter/line chef

3 or 6 months work experience within role chosen

full working shifts

Level 2 food and hygiene/ first aid course provided

Paid at national minimum rate or weekly wage

Package four (18+)

2 days trial as sous chef/ prep chef

3 or 6 months work experience within role chosen

Working shifts

Level 2 food and hygiene/ first aid course provided

Paid at national minimum rate or weekly wage



Focus group and food



Blue mountain

Previously (when BM was SG) a test group audience of 48 people from the areas of Wandsworth and Lambeth and RBKC (the local audience), were invited to try and test out several of the recipes for Blue Mountain. This test audience was selected at random from the following list of Blue Mountain Instagram.

This focus group was held to determine Blue Mountain's menu and *originally its concept as a restaurant* rather than as a delivery business. However its main focus was to determine what are likely to be strong sellers, and to also work out price points for what Blue Mountain would sell.

Feedback

Breakfast- The breakfast offered was met with a general positive feedback. However the large size of the breakfast menu was considered to be a negative for indecisive people. To overcome this the breakfast menu will be printed separately, thus creating the illusion of a smaller menu and imparting a distinction from the evening A la Carte.

The DIY option will remain as part of the menu choice and. Breakfast will also be named "brunch", as brunch is associated with the larger more filling portions that would be served.

Mains- The main A La carte menu received a highly positive feedback, with minor issues based on portion control and aesthetic appearance. Which are easily changeable.

The variety of sides aims to appeal to a wide proportion of customers and reserve the possibility of upselling.

Some items like 'bammi' have now been removed due to lack of popularity and feedback, but have been suggested as one off specials. As all of the sides are highly expensive, adding or removing items doesn't compromise the 'feel' of the menu

Deserts- No bad feedback what's so ever.

Drinks- Although Blue Mountain won't offer a traditional alcoholic drinks menu, it will be able to have its own stamp on drinks and cocktails with its menu at present.

The drinks menu would also be printed separately to not overwhelm customers and retains the liberty to be changed.

Over all the drinks menu was considered fun and enticed the test audience to try ingredients and recipes that they wouldn't normally do, which again adds to the Blue Mountain experience.

All drinks were met with a positive response but will require further development in terms of portion control and equipment.

The Semi industrial juicers and blenders that Blue Mountain would use would over all produce a better quality juice and texture. But for the purpose of a test audience so far this isn't visible.

Additionally all juices and cocktails were planned to be served in the same 330ml cup. Given the different textures of both juices and smoothies. This has been changed; some would be served in beer mugs and some in martini glasses. But these changes will be finalised at a later date.

Pricing- The breakfast pricing was classified as being too high for the location, although it was considered adequate for Blue Mountain and the concept. For that reason breakfast is now between £6-8.00 excluding a drink meaning there is still potential to meet the SPH of £11-13.00 with suggestive selling. (a new break even sheet has also been forecasted with this new SPH)

The evening menu was classed as too cheap for the cuisine however correct for the area and the target market. Most Caribbean restaurants I have looked at in this plan, offer a set menu where the SPH per person is significantly higher at £25-30.00. However this is not correct for the area as most local restaurants SPH is 15.00-20.00 meaning Blue Mountain with its current pricing would be able to compete with local and niche competitors.

Logistics- Depending on the size of the premises and the storage capacity, the ordering logistics would ultimately be determined by this. The beauty of Blue Mountain food is that a large proportion of the menu is made from dry goods, rice, flour, calloo, saltfish etc with long expiration dates. This means bulk orders can be placed to cover a large proportion of time and stored without expiring, if sales are not high.

Additionally dry goods can be hidden with smart storage such as in chair booths or in awkward alcoves and reduce the need for exhaustive fridge capacity.

All fresh food can be ordered daily or every few days depending on stock rotation. But a lot of the items on the menu use the same ingredients to ensure where possible stock is consumed through multiple methods. The berries on the menu are used in smoothies and several breakfast dishes. The ackee and saltfish is used in the breakfast, as a starter, as a main and in the wraps. This stock overlap ensures that there are multiple ways to consume stock, without it expiring.

Overall

A lot of this feedback has been used to determine price points on the menus and ensure what has been offered will have the potential to sell.

The biggest and most useful information generated was from the breakfast menu and to adjust the pricing for several of its items.

Additionally more confidence has been generated for the combination of cocktails offered within Blue Mountain and could potentially give it the edge over all of its competitors.

Company structure

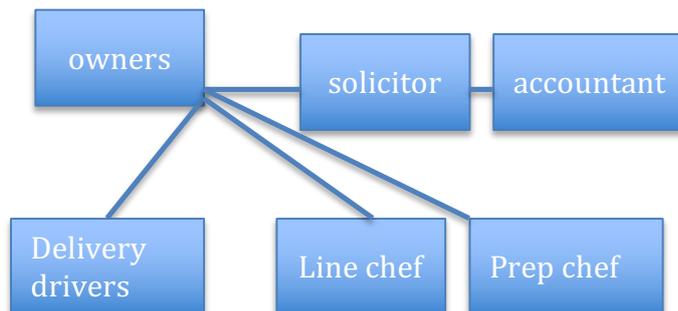
proposed management system

Vieuxfort3 LTD will aim to have a 3 tier management system for its delivery business of Blue Mountain

All the employees will have close equal roles and positions, for as long as the company remains small. There will be short and direct lines of communication reinforcing the equality of everyone's roll

The owners and managing director will always be at the centre or top of the hierarchy with the solicitor and accountant at the side for financial and legal advice.

These people construct Blue Mountain legal and financial aspect. Below them, the line chef and floor manger will be responsible the over all running and efficacy of the kitchen and products to the customers. Orders will be places over the phone or through a pos system. And then delivered to the customers directly.





Blue mountains Menu

DRAFT MENU FROM 2016

Breakfasts

Every day from 9-5

The Classic Classic

Scrambled egg, organic sausage, beans, mushrooms, vine tomatoes and toast

Our Apprentice's special

Scrambled egg, homemade Jerk sausage, beans, mushrooms, vine tomatoes and toast

The Blue mountain treat

Scrambled egg, homemade Jerk sausage, bacon, black pudding, mushrooms, vine tomatoes and toast

The "Rastamans" breakfast

Ackee and saltfish, beans, vine tomatoes and hard dough bread (Ackee and salted cod –Ackee and saltfish- is Jamaica's national dish. And a specialty at Blue mountain. We served ours with sautéed onions, sweet peppers and thyme... oh and with the ironically names sweet and soft bread... Hard dough bread. Its a must try!!!! So Please ask the chef for a sample.)

The salmon deluxe

Smoked salmon, scrambled egg, granary toast and roasted vine tomatoes

The breakfast wrap (choose two fillings)

scrambled egg, jerk sausage, bacon, roasted tomatoes, cheese, mushrooms, sautéed pumpkin, hash browns or Kale 'n' callaloo (callaloo is a Caribbean revitalizing and detoxing spinach, we sauté ours with onions, sweet peppers and thyme)

The Ital fruit salad.

A selection of fresh Caribbean and tropical fruit, pumpkin seeds and Greek yoghurt or Ice cream.

The Veggie Veggie

Veggie sausage, scrambled egg, calloolo or sweet potato mash, and hard dough bread

cornmeal porridge

Trinidad's finest cornmeal porridge, dusted with cinnamon and served with my nans secret nutmeg maple syrup and a slice of hard dough bread, ... amazing as a winter warmer!

Oats porridge

Traditional rolled oats porridge, dusted with cinnamon and served with a medley of fruits.... and my nans secret nutmeg maple syrup... great for the lil ones!

Build your own breakfast too

beans, eggs, organic sausage, jerk sausage, hash browns, toast or bread, hard dough bread medley of fruits, roasted tomatoes, black pudding, Callao, sweet potato mash

Classic Teas

English tea,

Lady gray tea

Fennel tea

Strawberry and blueberry tea

Liquorice tea

Rosehip tea

Mango tea

Pomegranate tea

Detoxing Teas

for when we need picking up

Chamomile tea

Green tea

Ginger and lemon tea,

Cerasee tea

(now this is the ultimate cleanser and detoxer)

Caribbean filter Coffee

(we add vanilla.... Shhhh it's our lil a secret)

cappuccino

latte

espresso
hot chocolate
chai latte
(errr it tastes so good How can you not!!!)

Caribbean blends
A premium choice of spiced coffee beans and specialist Caribbean blends

Blue mountain coffee
(grown in the blue mountains of Jamaica and said to be the best in the world according to coinsures)

Banana coffee
Coconut coffee
Toffee fudge coffee
Cherry coffee
Irish cream coffee
Orange and chocolate coffee
the surprise surprise.... Yes it's a surprise flavor

Drinks
All fresh juice is sourced and juiced daily from our organic farmers in Vauxhall.

orange juice
grape juice
grapefruit juice
pressed apple juice
mango 'n' lime
passion fruit
pineapple and coconut
homemade ice tea
homemade lemonade

Bottles
All from a glass bottle... the Caribbean way

Coke
diet coke
Pink 'ting'
(a refreshing pink Jamaican lemonade)
Supermalt
(a Caribbean non alcoholic beer)

smoothies n shakes

Blue mountain smoothie specials

st Lucian riddim

passionfruit, apples, pine apple, algave, ice,
coffee cold

banana, espresso, milk, vanilla essence, ice

blue mountain me crazy

strawberrys, ice, honey, apples, pineapple,

detoxing island green

spinach, avacardo, cucumber, apples, pineapple, ice,

bannan joy,

banna, peanut butter, milk (soya milk), ice honey.

Cheeky chocolate Milk shakes,

...shhh there not strictly Caribbean... but hey they taste sooooo good
right?

Aero

Kit kat

M n m peanut

Galaxy

Milky bar

Bounty

Crunchie

Kinder Bueno

Snickers

Skittles

Oreo

Waffles and pancakes

(choose which you would prefer.... Your two toppings... and relax to
bob marly while we do the rest!)

toppings

grated coconut

fresh berries

fresh strawberry

fresh banana

white chocolate (fairtrade)

milk chocolate

dark chocolate

skittles

crushed Oreos

honey comb

m n ms

lemon

syrps

chocolate,
white chocolate

toffee

strawberry

butter scotch

dusting

cinnamon

nutmeg

icing sugar

cakes:

lemon and poppy seed

chocolate n vanillia

banana ald almond

ginger and lime

redbeet root

coconut cookie dough

diseranno bread pudding

boozy rum apple pie

custards

rum custard

diseranno custard

valilla custard

almond custard

eat in menu,

from 12 every day

grilled Jerk chicken brest

bbq ribs

triple jerk ribs

peppered steak

authentic Curried coat

authentic curried chicken

pumpking soup

4 bean and coconut curry

wraps

grilled jerk chicken wrap

the rastaman wrap

home made bean wrap

burgers

jerk chicken burger

home made bean burger

salads

tofu n frilled pineapple salad

the soca soca grilled jerk breast salad

roased goats cheese and pineapple salad

rice n peas

steamed rice

roti

kale n callaloo

steamed and sauted veg

corn 'n' cob

pumpkin and sweet potato mash

side salad

home made coleslaw

home made potato salad

cinnamon hardough bread

marinades n sauces

jerk sauce

bbq sauce

caramalised onion salad dressing

lemon and chili mayo

inferno hot sauce

platters for two

Blue Mountain soca soca platter

2 jerk chickens, jerk sauce, and 4 sides of your choice

curry me crazy

2 curries of your choise and 4 sides

carnival platter

two portions of ribs, rice, roti, potato salad coleslaw and jerk sauce.



Moans and son and Chadwick's

Local butchers who can supply meats inc chicken, sausage, bacon and oxtail and eggs

Bookers and cosco

Local suppliers who can supply stock in smaller quantities

Harrison imports

Local farmers import that can supply all vegetable produce and fruits

Imran

Local farmers who can supply additional vegetable and fruit produce

KFF

National company who can supply Buns, burgers, fair trade condiments and breakfast supply's

Atlantic meats

Additional meat supplier's inc baby back ribs

Café deli

National company offering Bottled drinks, table sauces and cooking oil supplies

Horizons roti

Dal puri roti suppliers

Asda/Tesco/Sainsburys

Inexpensive and emergency suppliers

Donovan brothers

Organic company who can offer sustainable take away

Nisbets

National company who can provide cleaning and waitering supplies

Whole foods market

Local supplier in Clapham who can supply organic and fresh seasonings

Wanis

National company who can supply ethic foods and seasonings

Dees imports

Additional suppliers who provide ethnic foods and seasonings

JJ`s

National suppliers who can provide condiments and bottled Juices

Simpsons fish

Local fishmongers who can supply prawns, seabass and snapper.

Veolia

National supplier who can offer waste collection

Viking

National supplier who can offer office supplies

Utilities

National suppliers: British gas, edf and themes water

Phone and wifi

National suppliers: Xln telecom or talk talk

Mm electricals

Local suppliers for security and safety



Exit strategy

After 3 months and then 6 months, if Blue mountain were no longer financially viable or not nearing self-sufficiency, then it would consider taking one of the following options.

1. Sell company assets to regain losses
2. Operate from home in order to cut overheads
3. Open for short periods of time
4. Cut staff hours
5. Consider a cash injection from business loan.
6. Sub lease all or part of premises for cash injection
7. Scrap day trade and open in evenings
8. Operate deliveries only

Options 2-8 are aimed at ideally keeping Blue Mountain alive for as long as possible however if this is no longer an option it will follow option 1 and liquidate the company.