

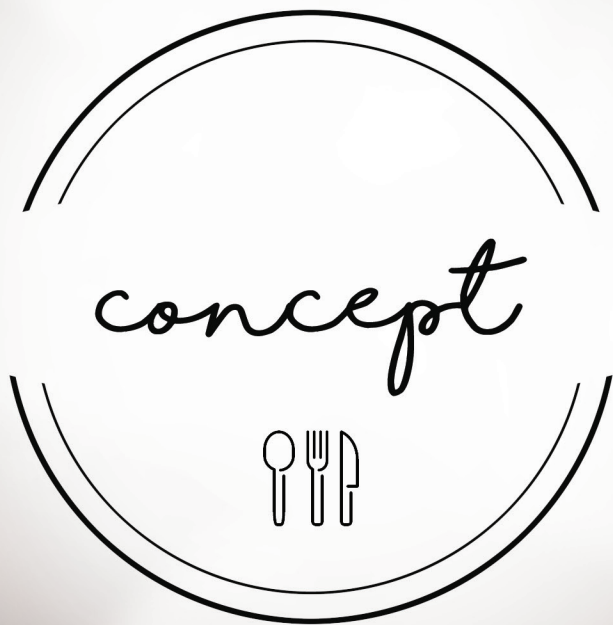


JAKEHUGHES | CLAIRELINTON | DANIELLAMAZEL | IVYXIA | GRACEYANG



table of contents

03.	CONCEPT	36.	Chefs
04.	Mission Statement	37.	ADVERTISING
05.	What is a la carte?	38.	Print Campaign
06.	Window of Opportunity	40.	Web Campaign
08.	Sample Menus	42.	ON THE WEB
10.	Differentiation	43.	Instagram
12.	We are a la carte	44.	Facebook
13.	BRAND	45.	Twitter
14.	Brand Overview	46.	Website
16.	Logo	48.	FINANCIALS
17.	Value Proposition & Brand Mantra	49.	Start-up Costs
18.	STORE DESIGN	51.	Fixed Costs
19.	Interior	52.	Variable Costs
24.	Exterior	54.	Sales
26.	RESEARCH	56.	Income Statement
27.	Primary Research	58.	Breakeven Analysis
29.	Secondary Research	59.	FUTURE EXPANSION
33.	TARGET MARKETS	60.	Grab n' Go Lunch
34.	Young Professionals	61.	Cooking Classes
35.	College Students	62.	SOURCES





mission statement

We aim to provide customers with a unique dining experience by connecting people, providing opportunities, and inspiring the community. To help aspiring chefs achieve their dreams and to offer customers a memorable dining experience. To serve high-quality, healthy, and delicious food made from fresh, wholesome ingredients. To provide a venue that encourages a sense of community, engagement, creativity, and respect. At our core, a la carte hopes to serve our customers and encourage a healthy and adventurous lifestyle, providing a venue for limitless food exploration.



what is a la carte?

A la carte is a high end restaurant that connects aspiring chefs with customers seeking a new experience. Our source of inspiration comes from the night markets that are popular in many Asian, European, and Middle-Eastern countries and brings it indoors, adapting it to the American culture. Through a model that includes several chef stations, with regular and rotating chefs, and space for dining and mingling, we hope to give our customers a unique cuisine experience and chefs a place to practice and publicize their work.



Upon entering a la carte, customers will receive a wristband after paying an entrance fee, then as they walk around the stations, all they need to do is scan the wristband and pick up a dish. Any additional station visits will be charged to the wristband which is connected to the customer's credit card.

Not only is a la carte a new, fresh experience for customers, but it also providing aspiring chefs with the chance to achieve their dreams. A la carte is dedicated to hiring new chefs and providing them with an outlet to showcase their food. A la carte will be responsible for providing ingredients to ensure high-quality food, and a facility for chefs to work.



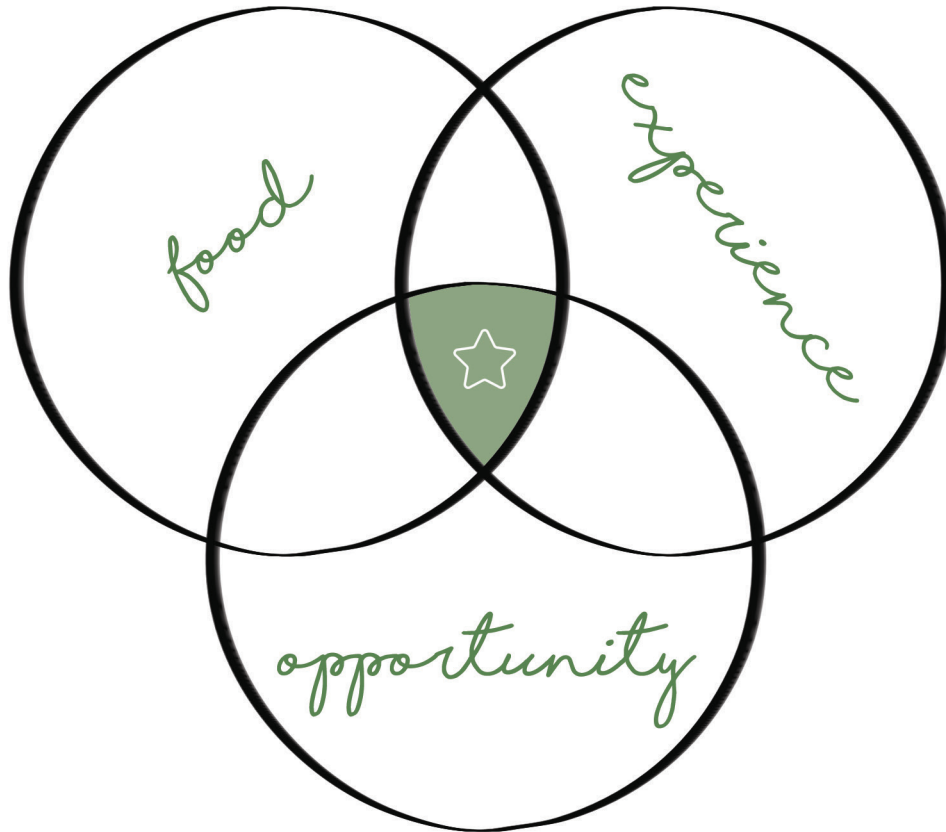
window of opportunity

With the plethora of food trends in 2016 – from ramen burgers to sushirritos to rainbow bagels and so much more – it is evident that people enjoy exploring and experiencing new, fascinating food ideas. We are at a point where people are looking beyond the product itself, but instead, are looking for an experience. A la carte aims to capture the opportunity of being a venue housing new and exciting foods for customers in the DMV area. We are creating more than just delicious food, we are creating an experience and lasting bonds. To avoid simply being a short-lasting fad, a la carte distinguishes itself from trendy pop-up shops and establishes a sustainable advantage by diversifying its offerings. Rather than being solely focused on one trendy food product at the moment, a la carte will focus on the food experience. We have expanded our vision to addressing human needs of food, experience, and opportunity. A la carte will have a rotating menu, rotating chefs, theme nights, and special events to keep things fresh and different, offering customers a new experience with each visit.

The unique nature of a la carte means that we serve two types of customers: aspiring chefs and restaurant consumers. Chefs have the opportunity to increase brand awareness and exposure, while customers can enjoy the experience of trying many types of foods and drinks, all in one place. Each chef will have their own station where they can offer a variety of dishes for customers. We plan on leveraging the increasing demand for jobs and entrepreneurial opportunities to attract aspiring and freelancing chefs. A la carte hopes to provide some of the necessary resources for chefs aspiring to open their



own restaurants, to help kick start their careers and put them on the path towards achieving their dreams.





sample menus

SAMPLE REGULAR NIGHT MENU

Station 1: Chef Jamie Garcia

GLUTEN FREE AND VEGAN LENTIL FRITTERS

WATERMELON GAZPACHO

Station 2: Chef Rachel Florence

BUTTERNUT SQUASH AND QUINOA SALAD WITH POMEGRANATE SEEDS

BACON STUFFED MUSHROOMS WITH SWEETCORN

Station 3: Chef Anthony Batali

SICHUAN-STYLE STIR FRIED TOFU

GREEK DOLMADES (STUFFED VINE LEAVES)

Station 4: Chef Julia Chang

ZUCCHINI, TOMATO AND MOZZARELLA TOWERS

WASABI NOODLES WITH BEANS AND TOFU

**SAMPLE THEME NIGHT MENU**

Station 1: Chef Jamie Garcia

BACON WRAPPED JALAPENOS WITH CILANTRO HUMMUS

SWEET POTATO CRISPS WITH AVOCADO AND GARLIC MAYONNAISE

Station 2: Chef Rachel Florence

PULLED SWEET AND SAVORY BBQ BRISKET SERVED ON A BED OF MIXED MICROGREENS

PURPLE POTATO SALAD WITH HERBS AND DICED PICKLES

LEMON TART WITH GINGERSNAP CRUST TOPPED WITH ALMOND WHIPPED CREAM

Station 3: Chef Anthony Batali

WARM ARTICHOKE AND BACON DIP SERVED WITH TOASTED PITA BREAD

BRAISED PORK WITH A CHERRY BBQ GLAZE

Station 4: Chef Julia Chang

RAGU STUFFED RED BELL PEPPERS

BEEF AND BLACK BEAN CHILI WITH AVOCADO RELISH

WARM APPLE PIE SERVED WITH VEGAN ROSEMARY ICE CREAM



differentiation

We differentiate ourselves through the tapas styled portion sizes and having chefs serve a unique style of cuisine at each station. Furthermore, a la carte aims to position itself as a high-end restaurant where the focus is on more than just food, but also the experience. A la carte is a food experience and not just a place for customers to grab-n-go. Additionally, the entrance fee and scan-at-each-station business model creates a sense of community and exploration, further enhancing the customer experience, elevating it to a more than average dining experience.

A la carte also provides customers with the chance to connect with chefs in a more intimate setting, unlike the typical enclosed kitchen at restaurants where customers are separated from the chefs. At these stations, not only can customers see how their food is being prepared, they can chat with the chefs and possibly listen to stories about the journey and the passion behind the chef who is preparing their food. This creates transparency in the restaurant and can get rid of fear or uncertainty about how food is being prepared. At the same time, customers, especially repeat customers, have the chance of bonding with repeat and regular chefs.

Not only does a la carte differentiate itself in terms of service, but it also differentiates itself in the product it serves. We are dedicated to serving fresh and delicious food rather than the typical fast food chains found in food courts. We believe that food can be delicious and healthy, and that eating should be an experience. We



do plan on marketing ourselves as a healthy restaurant, we strive to provide customers with food that is prepared with fresh, wholesome ingredients. To assure customers of this, we plan on using real, fresh ingredients rather than the typical frozen ingredients found at other restaurants.

Even though our concept is not entirely new, but rather an innovative spin on what already exists, a la carte can still stand out. With the demand for autonomous jobs and unique experiences, a la carte is exploring a strategic window of opportunity that has tremendous potential to succeed and thrive. Our primary target customers are young working professionals in urban areas, but we also plan on appealing to our secondary target market of university students, middle-age adults, and retirees through hosting special events and theme nights catered towards them. A la carte provides a fun, social environment for customers to enjoy the company of family and friends as well as the food experience.



we are a la carte

A la carte can attract customers because of the unique experience it provides: a la carte is more than just delicious and healthy food, it is a food exploration and social experience. A la carte can be considered a food museum designed in a food festival fashion, where customers are free to browse around and enjoy the food. In a time where experiences matter just as much, if not more, than the product, A la carte can fulfill these desires. A la carte is more than just a high-end restaurant, we are a place that builds connections, bring people together and helping them achieve their goals.





brand





brand overview

A la carte plans on establishing itself as a high-end, upper-scale restaurant, appealing to young professionals. Furthermore, a la carte strives to provide customers with delicious and healthy dishes made from the finest fresh and wholesome ingredients. Even though our emphasis is more on the dining experience, good food is also important to us.

Our primary font, Shorelines, is meant to convey a sense of youth and fun, appealing to young professionals, and potentially college students. It demonstrates that a la carte is a place for friends to hang out, have fun, and experience new things.

Our secondary font, Helvetica, is meant to balance out the playfulness of our primary font. While a la carte strives to convey a playful and welcoming vibe, the restaurant still has a modern vibe. Helvetica and Shorelines fuse together to create a welcoming, yet classy and higher-end brand.

Our brand colors are designed to reflect the the modern and social feel of a la carte as well as our dedication to creating delicious, healthy, and fresh dishes. Our primary colors are a near-black (#0B0B0B) and white (#FFFFFF). The use of black and white creates strong contrast. This contrast adds a modern feel to the restaurant that will appeal to our target market. Our secondary colors of sage green (#5A8552) and light brown (#CABFB0) demonstrate our commitment to providing our customers with



food made from fresh, wholesome ingredients. At the same time, it reveals our goal of delivering high quality food, placing ourselves as a high-end restaurant dedicated to serving the best to our customers. The sage green will be found as a highlight color within many of our marketing materials, where the light brown plays a larger role in the interior design of the restaurant, which will include a large amount of wood design.

PRIMARY FONT

shorelines

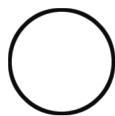
SECONDARY FONT

helvetica

COLOR SCHEME



#0B0B0B



#FFFFFF



#5A8552



#CABFB0

logo

A la carte's logo creates a balance between contemporary and inviting without the use of our secondary font. Our restaurant name is written in the font Shorelines. The playfulness is contrasted by the clean, modern rounded lines throughout the rest of the logo. The logo is intended to look like a plate, allowing our audience to instantly recognize the logo most likely belongs to a restaurant. To emphasize the plate, outlines of utensils have been included within the logo. However, the circular elements to the logo also symbolize the environment a la carte creates. Both chefs and customers play a key role in each other's happiness and success. The cyclical nature of this relationship is what a la carte strives on.





value proposition

A la carte is a night market styled high-end restaurant that provides young professionals with a unique experience: a place to try new things, have fun, spend time with friends and family, and make connections. A la carte is also a venue for chefs to showcase their work to kick start their careers and help them achieve their dreams.

brand mantra

COMMUNITY

HEARTWARMING

EXPERIENCE &

FOOD

CH

EF



interior

Our store design concept for a la carte aims to promote an energetic atmosphere that integrates both the art of cooking and unique dining experience. Through a layout that provides chefs with quality cooking space and restaurant-goers with space to dine or to intermingle, we hope to fulfill our mission of creating adventurous cuisine experience while giving chefs access to customers for their work. Through decor that involves a lot of wooden aspects combined with worn bronze and silver metal details, the interior of a la carte will maintain a modern feel with a rustic undertone to promote a sense of community and warmth.

Four chef stations will be located at a perimeter wall of the restaurant, each equipped with a freezer and refrigerator, burner space, an oven, and a small sink. We will also provide each chef with a high quality set of pots, pans, bowls, and utensils to use in preparing their food. The stations are separated from the dining experience so that chefs can focus on their creations, but the action is still observable from the dining area and guests must approach the stations to get food, maintaining the experiential aspect of a la carte. Guests are encouraged to browse through the different chef stations around the perimeter to choose dishes to sample that evening. The concept of a la carte was largely influenced by the Bravo series, “Top Chef,” and by making cooking visible from the dining area, those who are eating act as a cross between audience members and judges for the visiting chefs. The setup promotes the all-inclusive dining experience a la carte hopes to accomplish by connecting guests with their food, from point of creation until it



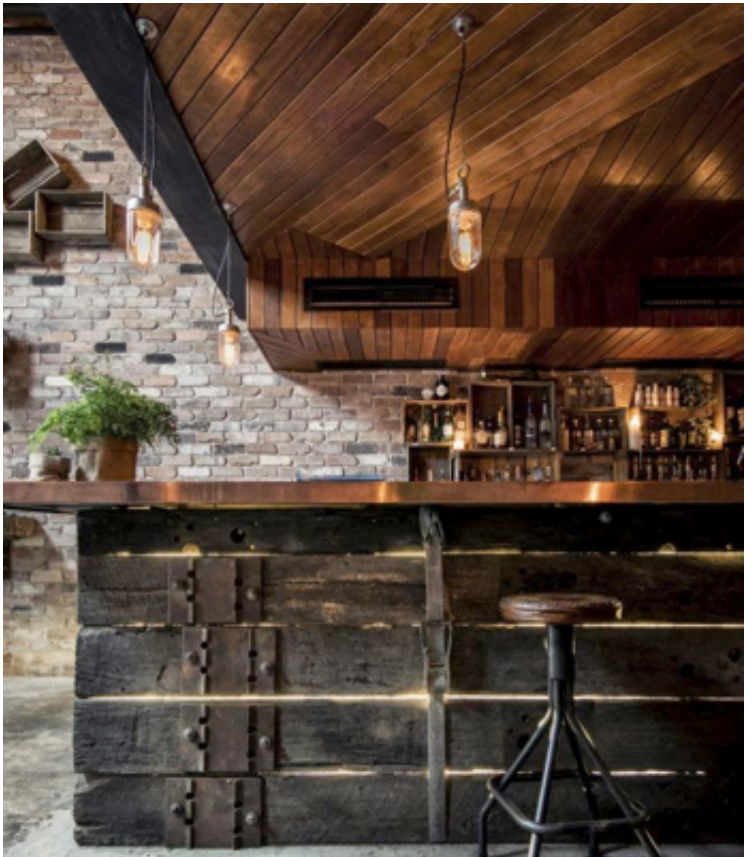
reaches their tastebuds.

A double-sectioned seating bar is strategically positioned at a central location in the restaurant, acting as an integrated piece that facilitates guest interaction. Since our primary target market is young professionals, the bar serves as an area where guests can socialize and network with other professionals in a more relaxed environment. The seating bar is a location for guests to be if they come with a larger group and don't want to station themselves at a table for the night. Guests can get drinks from the drink bar near the back of the restaurant, and then move towards the center.

The pantry is meant to act as a “statement piece” for the restaurant. It serves a practical function for storing the high-quality ingredients we will provide to visiting chefs—one side will be a typical pantry-style storage space. In addition to storage, the pantry will be an interactive promotional space with screen containing a rolling feed of pictures guests and chefs can post on our personal a la carte instagram account featuring their food or other aspects of their a la carte experience. Guests can post pictures with the unique hashtags assigned to each visiting chef, and we will use the frequency of each hashtag as part of determining which chef is the winner for the night. We have placed the pantry at the front, near the entrance and exit, so guests can write messages and view their posts as they leave.



A la carte will have a standard entrance fee that guests will pay for access to all of the food varieties available that night, which is why the paystation is the first thing people encounter as they enter the restaurant. A pay-to-enter model will attract guests that are looking to get value from their dining experience by receiving access to multiple food categories, complimentary non-alcoholic drinks, and a prime socializing and networking opportunity all in one place. It will also help account for some shrinkage that could result from guests “dining and dashing.” In addition to the entrance fee, guests will receive a scannable wristband at the paystation which will keep track of each meal and drink they sample throughout the night. As guests leave, they will pass the paystation again and pay for any food and drink they consumed outside of what is included in their entrance payment. This eliminates some of the hassles, such as splitting checks, associated with traditional style restaurants, and will contribute to attracting our target audiences.

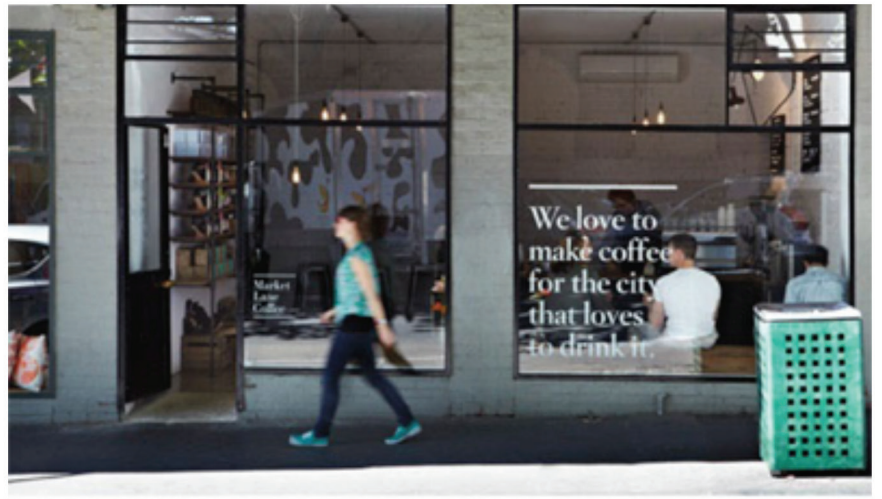


exterior

Windows are the focus of A la carte's exterior, giving passers-by a glimpse at what they are missing, and enticing them enough to come back to get the full experience. The atmosphere from within will flood onto the sidewalk outside of the restaurant, along with the smells of food being prepared, seeping through the screens of open windows in warmer months. Windows also contribute to the modern concept of a la carte. While the interior of a la carte has aspects of a warm, community experience atmosphere, the exterior of a la carte will maintain a certain modernity to appeal to a younger target audience.

We will provide some simple outdoor seating for warmer seasons, but these amenities will be limited as we hope to keep the majority of a la carte's activity confined inside to achieve goal for an interactive customer experience.

The main logo design at the front of our restaurant is meant to be modern, yet classic. While a la carte provides a top-quality dining experience, we are keeping our target market in mind in framing a casual atmosphere that can stretch to casual-elegant if the night calls for it in terms of type of chefs or events that a la carte is hosting. The simple, cursive font says classy, yet approachable and leaves room for curiosity as to what lies behind the name.





research





primary research

Our team created a survey with the following questions to help us refine and understand our potential target market and their spending habits:

- 01.** How often do you dine out?
- 02.** What do you look for in an dining out experience?
- 03.** What time do you generally go out for dinner?
- 04.** In choosing a place to eat out, how much are you willing to spend on your meal per-person (not including drinks)?
- 05.** How much, on average, do you spend on fresh produce in a given week?
- 06.** Please describe the best restaurant or going out experience you have had in the past 6 months.
- 07.** What percentage of your spendings do you use for food?
- 08.** What is your age?
- 09.** What is your gender?
- 10.** What is your ethnicity?

We found that 97.5% of our respondents are between the age of 18-22, and sought to analyze their responses to determine if the college-aged population is a viable target market for our retail concept. Below are some of the significant findings on respondents between ages 18-22:



- The distribution of willingness to pay for a meal person is as follows: 33% WTP \$0-\$9.99; 56% WTP \$10-\$19.99; 11% WTP \$20-\$29.99
- The 2 most important considerations in a dining out experience are good food (90%) and cheap prices (86%)
- The most popular frequencies of dining out are: several times a week (22%); bi-weekly (26%), and weekly (39%)

With this information, we explored the possibility of targeting consumers who are young professionals ages 23-29. Consumers between ages 18-22 prioritize affordability of food prices, which conflicts with our vision of a consumer experience focused fine dining retail model. Our team also considered that 39% of consumers between the age of 18-22 dine out at least weekly. Because of the high frequency of dining out, it is likely that consumers will be willing to pay less for each meal.



secondary research

LOCATION

After researching major cities, including- Washington, D.C; Annapolis, MD; Arlington, VA, and Bethesda MD, we determined Bethesda, MD as the prime location for our retail concept. Below are findings about Bethesda (specifically zip code 20814) from the 2010 census that led us to believe it to be the best option for a la carte's operations:

- 27,642 total population
- 97.9% of population have obtained at least a high school education
- Median household income is \$118,977
- 5% of population are below poverty level

With an affluent and educated population, Bethesda is a suitable location for our experience-oriented new restaurant concept. The property our team will lease for a la carte is located at 7904 Woodmont Ave, Bethesda, MD 20814. This property has 4,278 SF available for lease, and the square footage is similar to our initial approximation and allocation. Located in the Woodmont Triangle of Bethesda, this property is within a 10 minute walk of the Bethesda metro station, and surrounded by a plethora of retail, residential, and office spaces. Some demographic information on the surrounding area of this property are:

	0.5 mile	1 mile	3 miles
Living population <input type="checkbox"/>	8,646	20,887	148,610
Average Household Income	\$151,163	\$189,190	\$198,955
Daytime population	26,667	45,132	122,499

**INDUSTRY**

According to IBISWorld classifications, a la carte belongs to the category of “single location full service restaurants.” Below are relevant findings on the industry in which a la carte will operate and compete:

- Asian restaurants dominate the industry (25.5%), followed by American restaurants (20.2%)
- Industry revenue is \$180.7bn, and profit is \$8.1bn
- Annual growth rate from 2011 to 2016 is 3.5%, while projected growth rate from 2016-2021 is 2.2%
- Low barriers to entry, low revenue volatility, median regulation level, low capital intensity, high competition
- Wages will account for 34.3% of operator’s revenue in 2016
- Rent and utilities expected to equal 11.9% of an average operator’s revenue in 2016
- Industry profit expected to be 4.6% of revenue by 2021
- Key success factors: access to a multi-skilled and flexible workforce, ability to quickly adapt to new technology, attractive product presentation, proximity to key markets, ability to control stock on hand, and ensuring pricing policy is appropriate
 - Industry should continue investing in technology
 - Industry appeals to consumers who prefer paying more for personalized



service and quality food

- Increased demand for health-conscious menus, including low sodium or low cholesterol meals
- Increased alcohol sales
- Marketing through social media

A la carte belongs in a continuously growing, but highly competitive industry.

We took into account the industry trends and success factors when determining our differentiation and competitive advantage. Our focus on a health-conscious menu and a meaningful dining experience is in alignment with the future direction of the restaurant industry.

FINANCIALS

We considered the following information on wages in our budgeting process:

- Tipped employees in the state of Maryland must earn the State Minimum Wage Rate (employers must pay at least \$3.63 per hour)
 - \$8.75 effective 7/1/2016
 - \$9.25 effective 7/1/2017
 - \$10.10 effective 7/1/2018
- Mean annual wage for cooks and head chefs in MD: \$52,140
- Mean annual wage for restaurant cooks in MD: \$25,910



Our target market of young working professionals ages 23-29 developed from the research above. Consumers in this age range are more experience focused rather than convenience and price focused (as are 18-22 year olds according to our primary research results). Additionally, these consumers are less likely to have a family with young children, who are shown to decrease restaurant spending.





young professionals

Our main target is young professionals living in the DMV area. These will be the people between the ages of 23-29, because they fit into the millennials generation – which means they are open to new experiences. At the same time, these are the people who already have a career and are most likely financially secure, meaning they can afford the fine dining experience that a la carte provides.

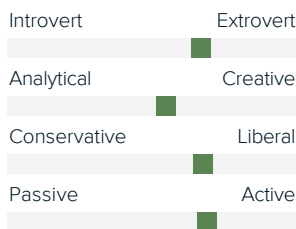
NICK JOHNSON



"I feel like going out to eat, but a sit down meal doesn't sound appealing. I want to meet new people and experience my new city."

Age: 24-30
Work: Brand Strategist at RP3 Agency
Family: Single
Location: Bethesda, MD
Character: Adventurous, Social, Economic

Personality



Young Professional | DMV Region

Goals

- Find new, interesting ways to eat out on a budget
- Network with potential business partners or employers
- Increase connection with the culture of a potentially new city
- Discover a place to regularly eat out that remains fresh with use

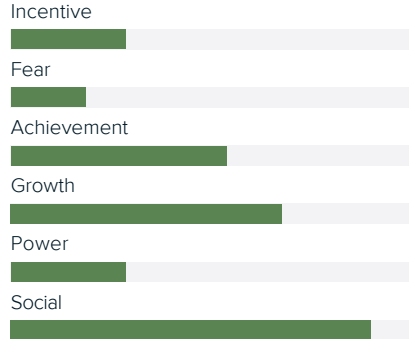
Frustrations

- Going out to eat is always the same sit-down experience. I want to be social while getting some good quality food
- Restaurants meant for evening use don't provide enough of an experience outside of the typical sit down and get served model
- I could go to a bar, but I'd prefer a more cultural atmosphere that still focuses on food and allows me to be social
- If there was an inexpensive restaurant that had unique food and a bar-like experience I would be there all the time!

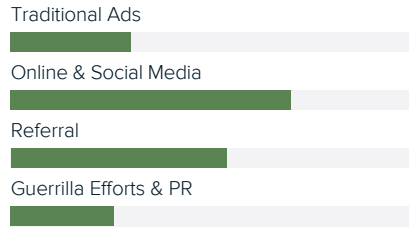
Bio

Nick recently graduated from the University of Maryland and now lives with two roommates in an apartment in the Bethesda area. He has a new job at RP3 Brand Agency where he receives a salary of around \$60,000 per year. Socially, Nick enjoys meeting new people, but he is very professionally focused and is attracted to any experience that can help in his career. Even so, he is not opposed to dating and is always on the hunt for date spots that convey is interesting personality and desire for adventure. He is currently trying to save money to buy his own flat in downtown Bethesda, so he takes cost into account with most things he does.

Motivations



Preferred Channels





college students

Our secondary target is college students because they are at a point in their life where they are seeking new experiences. For them, the experience may be more important than the product itself, which is exactly what a la carte is emphasizing – a dining experience. Because they are at a point where they may not be financially well-off we will tailor certain events and promotions to them.

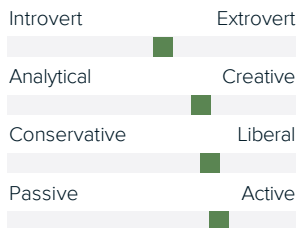
ANNA LEE



"It's Saturday night, and my friends and I are sick of the our usual night life. Let's take some time to try something new!"

Age: 19-23
Work: Student
Family: Single, maybe dating
Location: DMV Region
Character: Type

Personality



College Student | DMV Region

Goals

- Get off campus for a night to experience something new
- Try new food on a budget
- Expand peer group, career network, and knowledge of fun things to do in the area
- Feel mature but not out of place

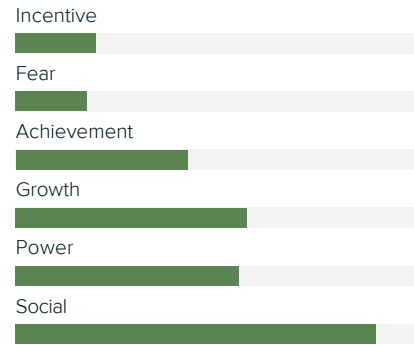
Frustrations

- I need a new experience that is easy to access and not too expensive
- My friends and I want to have fun and be able to interact with one another with out feeling like we are being too energetic
- We can't decide on one type of food to eat. We are all craving different things
- My friends and I want to go somewhere that we can enjoy from start to finish with a demographic that we can relate to, avoiding wait times and too many stuff adults.

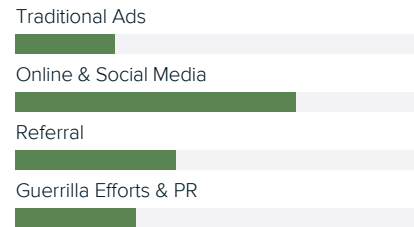
Bio

Anna is a student at the University of Maryland. Her friend groups is used to hanging out around campus and enjoying the night life that Route 1 has to offer. Lately, they have been feeling stuck in a rut and a desire to expand their horizons. Anna is always on the look out for opportunities to meet new people who can inspire her for the future or help her to grow culturally and socially. No one in her friend group has a car, so an experience that is accessible by metro would be ideal. She wants to have fun, but also feel mature and not too "college-y" at the same time.

Motivations



Preferred Channels



chefs

Since our goal is to help aspiring chef achieve their dreams and giving them a venue to showcase their cuisine. We plan on targeting chefs by reaching out to local culinary schools and finding chefs who are interested in partnering with us. We will primarily reach out to new, aspiring chefs and freelancing chefs because they will be the ones who lack the resources and are looking for opportunities to kick start their careers.

GEORGE RAMSAY



"I've been in culinary school for two years now, and I'm ready to take my experience to the next level."

Age: 24-35 (age not main indicator of target)

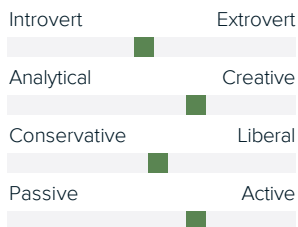
Work: Culinary Student

Family: Most likely single, but potentially dating or married

Location: DMV region

Character: Ambitious, Creative, Skillful

Personality



Aspiring Chef

Potential Culinary Student

Goals

- Practice and fine tune culinary skills for a real audience
- Obtain publicity for my cooking
- Potentially open up my own restaurant some day
- Network with other chefs and gain inspiration for new dishes

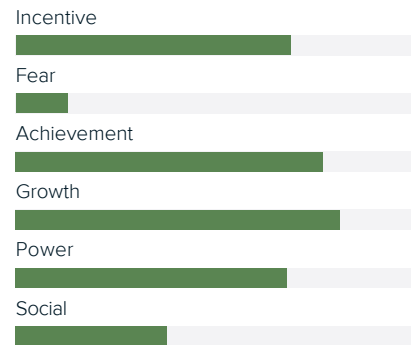
Frustrations

- Culinary school is great for education purposes, but I need more real-world experience
- It's difficult to get a consistent chef job at an established restaurant, and once I'm there my creative license is greatly limited
- Culinary school is expensive and so is my current living situation, how am I going to obtain the resources to get established in the restaurant world?
- I need to find a way to get more experience while making funds towards opening my own restaurant after I finish school.

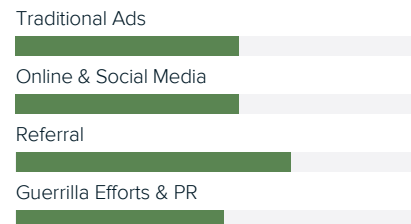
Bio

George is half way through his program at L' Academie de Cuisine in Gaithersburg, Maryland. He is ready to begin expanding his audience and trying out new recipes on actual consumers. While he is willing to do basically anything to start his own restaurant, George is currently restricted by money, and needs financial help getting his cooking career of the ground while supporting himself and his serious girlfriend. He is also looking to network with other chefs and get inspired by their cooking and plans for the future.

Motivations



Preferred Channels







print campaign

While advertising for a la carte will be focused on a web campaign, consumers will be targeted with print advertisements in local magazines and newspapers.

We will have an article published in The Washington Post Local section a week before grand opening of a la carte in order to reach a large demographic of consumers within our target market and potentially groups outside our primary and secondary markets. We will ensure that the article is published both in the physical paper and online so that young consumers who mainly get their news online are not left out of the advertising audience. According to a 2015 article from the Seattle Times, newspaper's digital ad revenue has nearly doubled in recent years, while revenue from print ads has shown a strong decline. In September of 2016, The Washington Post released a new version of its app that downloads all the available articles and add content for users in just .9 seconds. With fast content delivery, we will be able to capture the attention of a younger target market with shorter attention spans.

In addition to The Washington Post, we will have advertisements in D.C. area magazines, including Bethesda Beat, Bethesda Magazine, and Washingtonian. Both Bethesda Beat and Bethesda Magazine target "affluent and engaged residents" in Bethesda and the surrounding towns, allowing us to reach our target audience of young professionals and aspiring chefs who use the magazines to stay up to date on news surrounding D.C. restaurants and food. Washingtonian magazine has been a "trusted"



lifestyle guide for Washington D.C. area residents for more than 50 years. Advertising with this magazine will allow us to establish ourselves as a permanent presence in the D.C. restaurant world.

We plan to integrate our print campaign with our web campaign through the use of QR codes on all printed material. When customers scan the codes they will receive more information about a la carte and potential “hidden” discounts as a reward program for participating in our marketing campaign. Including QR codes on our print material will allow customers to easily access our online and social media platforms and blend a la carte’s print and digital advertising campaigns together seamlessly.



web campaign

One of the most cost efficient ways to advertise our new retail space is via the web. A la carte will launch a “find your cuisine” campaign that highlights the variety of specialized foods A la carte can provide, one of the company’s biggest strengths. A variety of portrait ads (300x500), will be created and launched via Google Ads. Each ad will have the same template, with different high quality photos being interchanged. The ads will also feature subtle animation, to attract the attention of the viewer without being obtrusive. The ads will slowly fade, displaying different dishes in the background. The ad will be geolocated to appear only in the Bethesda/ D.C. area and outskirts, while focusing on our main target market of young professionals. The campaign will be fairly cheap, costing about \$2.30 per 1000 impressions. Therefore, we will budget approximately \$230 per month for this campaign, allowing for about 100,000 impressions per month.

Click-through-rates (CTR) for static banner ads are generally much lower than rich media interactive ads. Therefore, we plan on having engaging advertisements, some including video elements, to entice viewers to actually click on the ads. Once users click the ad, they will land on various sections of a la carte’s website, including our “About” page, our “Special Events” page promoting theme nights, and occasionally a “Special Promotions” page. On our website, users can read about a la carte’s focus on embracing different cuisines by bringing in a variety of chefs each week. We aim to achieve a CTR of 0.10%, higher than the food industry average CTR of 0.09% across all media types.

Since our clientele will likely be more technologically savvy, we will make sure to include mobile version of these advertisements. We anticipate a large portion of our users seeing our promotional campaigns via their mobile device since mobile ads tend to have superior performance to desktop ads.

We plan to integrate our print campaign with our web campaign through the use of QR codes on all printed material. When customers scan the codes they will receive more information about a la carte and potential “hidden” discounts as a reward program for participating in our marketing campaign. Including QR codes on our print material will allow customers to easily access our online and social media platforms and blend a la carte’s print and digital advertising campaigns together seamlessly.



EXPLORE THIS WEEK AT A LA CARTE



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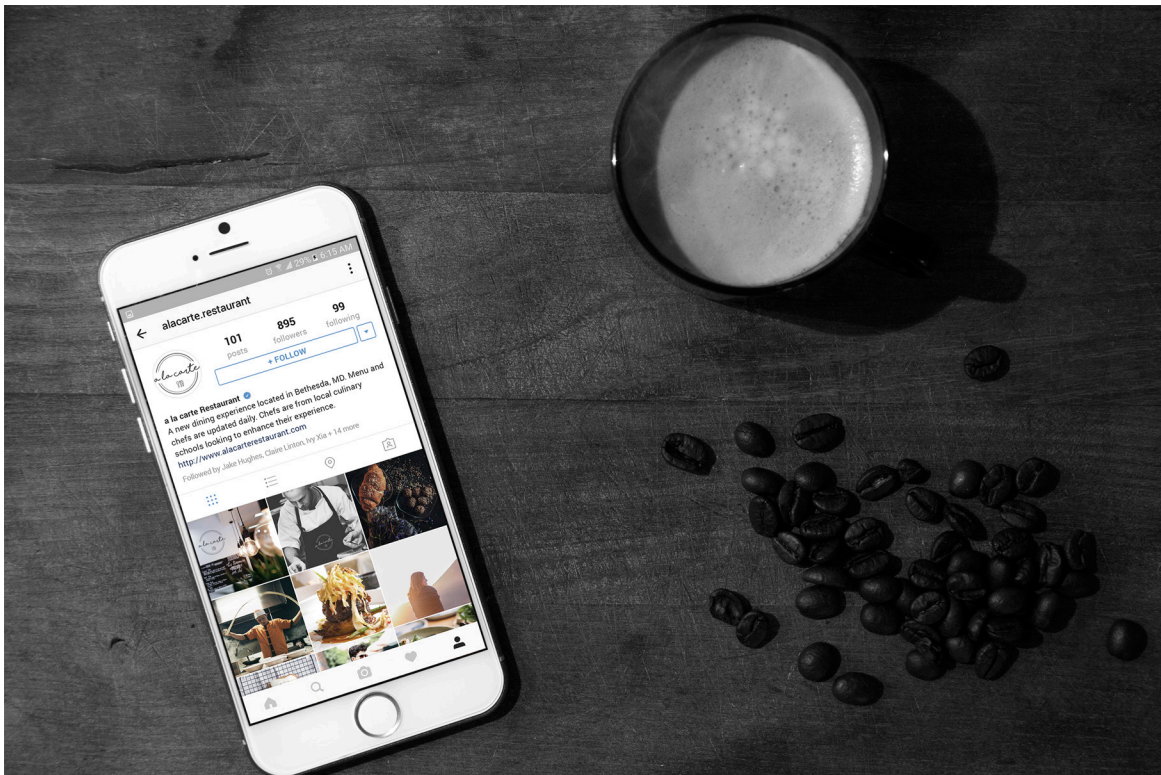


EXPLORE THIS WEEK AT A LA CARTE



instagram

Instagram will play a key role in a la carte's social strategy. Approximately 55% of all online 18 to 29-year olds are using Instagram, with that number growing daily. Instagram provides an opportunity for a la carte to showcase its food, allow our customers to meet our chefs, and to update customers on what they can expect from a la carte on a day-to-day basis. A la carte's Instagram will keep with an upbeat and "fresh" tone that mirrors the company's culture. Instagram will also provide opportunities to react more heavily with our customers. We plan to create competitions, such as caption competitions, that encourage customers to engage directly with us. The competitions will also reward customers with free trips to a la carte or items from our store, thus strengthening the bond between us and our customers and increasing their happiness.





facebook

Facebook has become a staple for any business. With over 1.79 billion monthly active users, most of our target audience uses Facebook. Our Facebook will closely mirror our Instagram, except the written content will be expanded on for Facebook. Facebook will also include campaigns such as “Chefs of a la carte,” which will feature posts about the lives of a la carte chefs. With Facebook Live increasing in popularity, we plan to utilize the tool to allow our chefs to demonstrate methods and cooking hacks. Facebook Live is an easy way to break the computer barrier and make our customers feel more part of the a la carte experience, increasing their overall loyalty.





twitter

Twitter is a la carte's main connection to current trends. In order to stay modern and relatable, a la carte strives to keep tweets relevant to trending topics and fuse them with our brand and business goals. Our intentions are for our Twitter to feel less like a company, and more like a friend you would follow. Redefining the relationship between a company and its customers on Twitter will lead to increased engagement, and therefore increased exposure to a la carte. Taking advantage of relevant hashtags will also increase our lead to expanding our presence.



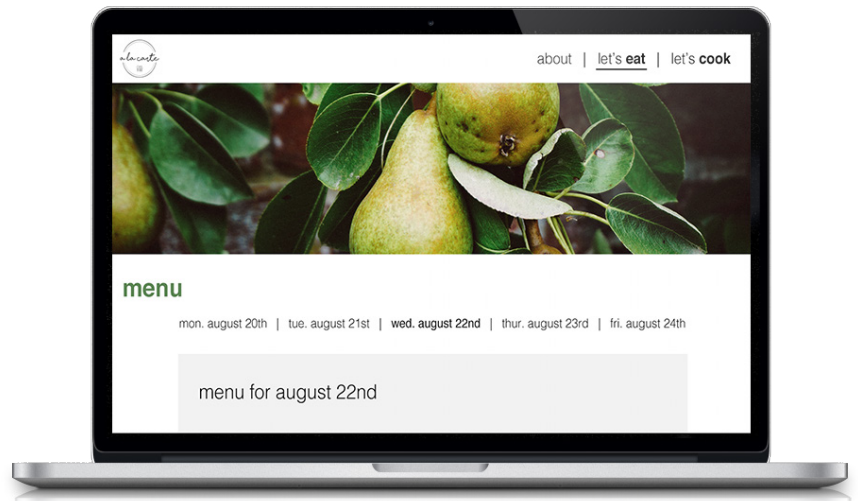
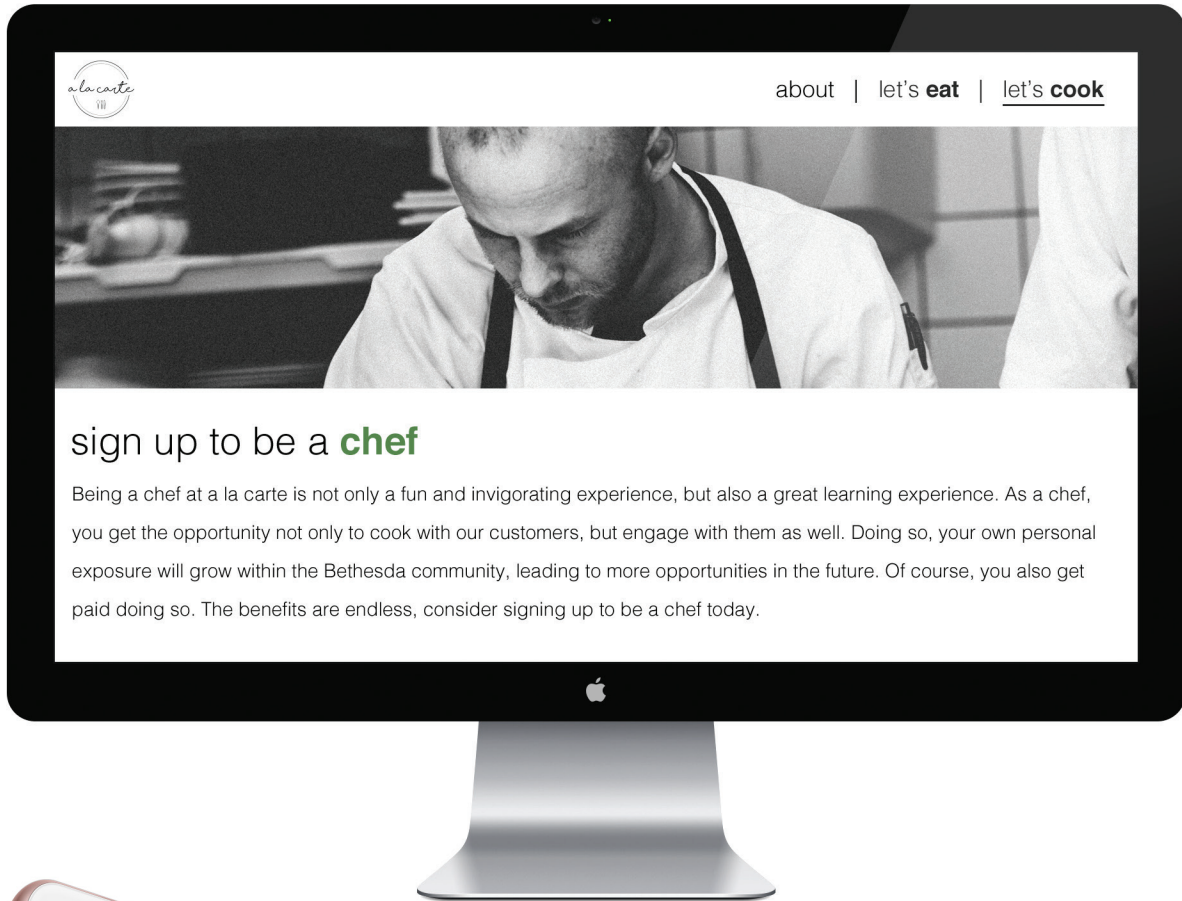


website

A la carte's website is built for two audiences: our customers and our chefs. While most of our socials are meant to be more engaging, our website is mainly to inform. The about section of the site covers how a la carte started, the environment we hope to create for our customers, the overall concept of the restaurant, how much a night at a la carte costs, and where we are located.

The next section of our site is dedicated to our customer. Customers will be able to see what the menu will be each day for the entire upcoming week. Customers will also be able to get bios of our current and past chefs at a la carte. This includes the chef's specialty cuisines, their experience, and any information that the chef feels is necessary to share with the customer about themselves. This way, customers can know the chefs before even coming to the restaurant, making the experience a more personal one. Lastly, a heat map will be displayed that shows how busy the restaurant currently is, and expected wait times for the night.

The last section of our site is dedicated to our chefs. Chefs will have the ability to apply for a position at a la carte, schedule possible nights where they would like to work, and update a la carte owners on what they plan to cook. This section of the site is mainly for administrative purposes between the chefs and the business, as well as a place of information for potential chefs interested in working at a la carte.





financials





startup costs

When seeking to open a la carte, we anticipate a number of major start-up costs. According to industry statistics, the average startup costs for a restaurant is around \$494,888 without including the purchase of land. Our estimates start-up costs fall slightly below the industry average at \$411,536.04. Our most substantial startup costs will be renovation, lease deposits, and kitchen equipment and furniture/fixture costs. To break this number down further, we estimate that the majority of our start-up costs will be used for renovations and remodeling of our retail location in Bethesda. Based on industry averages, we anticipate renovation in the Bethesda area to cost approximately \$72 per square foot, and with our estimated 4,000 square foot space, renovation costs will total approximately \$288,000. Our initial lease deposit will be approximately two months of rent plus initial utility costs which will be around \$25,000. Our kitchen inventory and furniture/fixture costs will total approximately \$84,000 which includes all large kitchen appliances, cooking inventory, and tables, chairs and other major fixtures and signage. Other start up costs include incorporation fees, initial advertising, and appropriate licenses. Our startup costs per square foot average to \$103, on par with industry averages.



Startup Costs			
Description		Cost	
Lease deposit	\$	23,333.34	Two months of rent
Furniture/fixtures	\$	37,379.55	Tables(\$70.99), stool(\$36.99), chairs(\$29.95), chef station fixtures(\$187), additional expenses
Inventory	\$	46,968.65	pots, pans, sheet pans, cooking utensils, miscellaneous/specialty cooking items (blender, etc.), Plates, bowls, forks, knives, spoons, glasses (multiple types for use at tables and bar) **
Incorporation fees	\$	154.50	LLC Document
Renovation	\$	288,000.00	Initial renovations to space (\$72/sq ft x 4000 sq ft)
Initial Marketing	\$	15,000.00	
Licenses	\$	700.00	Alcohol liscense application
Total startup costs	\$	411,536.04	
Startup cost per sq.ft	\$	102.88	



fixed costs

We anticipate a number of fixed costs for a la carte. Our fixed costs will include rent, manager salaries, insurance fees, telephone and Wi-Fi charges, and our alcohol license. The largest of those fixed costs will be rent. By selecting a location on a high end block in the affluent community of Bethesda, MD, we will incur a high annual rent cost of \$35/ square foot. The location we chose is approximately 4000 square feet which is necessary for the high foot traffic we anticipate. As such, our monthly rent payment will average \$11,668.

We plan on hiring two full time managers, an assistant manager with an annual salary of \$45,000 and a general manager with an annual salary of \$55,000. The managers will be responsible for overseeing all restaurant operations and ensuring that there are chefs every night. The managers will be responsible for ensuring quality, meeting regulations, and customer satisfaction. As such, our total monthly fixed management salary payment will be \$8,833.



variable costs

A la carte will incur a number of significant variable costs. These costs are subject to change based on unit sales and other environmental and economic factors. Based on our projections, our largest variable costs will be both food and beverage inventory. Because we plan on using natural, organic and other healthy ingredients, we estimate our monthly food and beverage inventory to be \$36,000.

According to the National Restaurant Association, the average restaurant marketing budget is approximately 3% of total revenues. Therefore, we plan to allot approximately \$5,000 each month towards our advertising and marketing campaigns. We feel that gaining exposure and reaching as many customers as possible is key to expanding a la carte, and therefore are willing to invest proper funding into our marketing and advertising budget.

Another large variable cost that we will incur is our hourly wage employee salaries. Because of our anticipated high customer volume, we plan to hire 10 cleaning staff members/bartenders who will work approximately 40 hours a week at a salary of \$10/hour. Accounting for potential overtime hours, we have budgeted a total of \$16,800 per month to cover this cost.

Our chefs will also be paid on a variable basis based on 11% of total nightly sales revenue. Based on our nightly sales projections and an average of four chefs per night,



our total monthly cost of salaries for chefs will be \$16,000. This average monthly salary (of approximately \$4,000 per chef) is consistent with average salaries of executive chefs in the Bethesda area. We feel that even though our chefs may not yet be experienced professionals, they should be awarded competitive salaries in the industry. This high salary will attract top aspiring chefs and create a more prestigious and high end atmosphere in a la carte.

Monthly Fixed Costs

Rent	\$ 11,667.67	4000 sq ft at \$35/sq ft/year
Manager Salaries	\$ 8,833.33	Assistant Manager (\$45,000/ year) General Manager (\$55,000/year)
Insurance	\$ 50.00	renters insurance
Telephone and Wi-Fi	\$ 89.90	Comcast Business phone and wifi package
Alcohol license	\$ 208.33	Class B Alcohol license (\$2500/yr)
Total fixed costs	\$ 20,849.23	

Monthly Variable Costs

Advertising	\$ 4,708.20	3% of revenue
Food inventory	\$ 30,000.00	Perishable and non perishable
Beverage Inventory	\$ 6,000.00	Alcoholic and non alcoholic
Utilities	\$ 1,250.00	water, electricity(\$2.9/sq ft), gas(0.85/sq.ft)
Hourly wage employee	\$ 16,800.00	Cleaning staff (\$10/hr), approx. 40 hrs. per week, 10 staff members
Chef wages	\$ 16,016.00	11% of revenue
Total variable costs	\$ 74,774.20	

Total monthly costs \$ 95,623.43



sales

According to Hoovers, restaurant sales are highly seasonally dependent, with its peak time during the summer when most potential customers tend to have more time for leisure activities and when tourism is at its peak. In general, winter months can have a somewhat negative impact on restaurant sales because customers feel less inclined to venture outdoors in colder months. Based on similar restaurants in the area, we anticipate an average of approximately 150 customers per night, but with fluctuations in traffic throughout the year. Our price structure is different than most full service restaurants: we plan on charging an entrance fee of \$30 for all customers which will include three chef stations and a non-alcoholic beverage. Each additional chef station will cost an extra \$7. Our alcoholic beverages will cost an average of \$9 per drink. With these prices in place, we anticipate an average monthly total of around \$158,000 and a yearly food sales revenue of an impressive \$1,898,302.

Monthly Sales 2017												
	January	February	March	April	May	June	July	August	September	October	November	December
Traffic growth from previous month		-1.00%	0.25%	0.25%	0.50%	0.75%	1.00%	1.00%	-0.25%	-0.50%	-0.50%	-0.75%
Unit Sales												
Base entrance fee	4,200	4,158	4168	4179	4200	4231	4274	4316	4305	4284	4263	4231
Additional stations	2,800	2,772	2779	2786	2800	2821	2849	2878	2870	2856	2842	2820
Alcoholic beverages	1,260	1,247	1251	1254	1260	1269	1282	1295	1292	1285	1279	1269
Unit Prices												
Base entrance fee	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00	\$ 30.00
Additional stations	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00	\$ 7.00
Alcoholic beverages	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00	\$9.00
Sales												
Base entrance fee	\$ 126,000.00	\$ 124,740.00	\$ 125,051.85	\$ 125,364.48	\$ 125,991.30	\$ 126,936.24	\$ 128,205.60	\$ 129,487.66	\$ 129,163.94	\$ 128,518.12	\$ 127,875.53	\$ 126,916.46
Additional stations	\$ 19,600.00	\$ 19,404.00	\$ 19,452.51	\$ 19,501.14	\$ 19,598.65	\$ 19,745.64	\$ 19,943.09	\$ 20,142.52	\$ 20,092.17	\$ 19,991.71	\$ 19,891.75	\$ 19,742.56
Alcoholic beverages	\$ 11,340.00	\$ 11,226.60	\$ 11,254.67	\$ 11,282.80	\$ 11,339.22	\$ 11,424.26	\$ 11,538.50	\$ 11,653.89	\$ 11,624.75	\$ 11,566.63	\$ 11,508.80	\$ 11,422.48
Monthly Totals	\$ 156,940.00	\$ 155,370.60	\$ 155,759.03	\$ 156,148.42	\$ 156,929.17	\$ 158,106.13	\$ 159,687.20	\$ 161,284.07	\$ 160,880.86	\$ 160,076.45	\$ 159,276.07	\$ 158,081.50
2017 Yearly Revenue	\$ 1,898,539.50											

**Food Revenue**

Entrance Fee Cost	\$	30.00
Additional Station Cost	\$	7.00
Average Number of Additional Stations Visited/ night		1
Total Number of Customers/ night		150
Number of Customers w/o visiting additional station		50
Number of Customers visiting additional station		100
Total Food Revenue/ Night	\$	5,200.00
Monthly Revenue (food sales)	\$	145,600.00

Beverage Revenue

Average Alcoholic Drink Cost	\$9
Drinks Sold/ Night	45
Total Drinks Revenue/ Night	\$ 405.00
Monthly Revenue (drinks sales)	\$ 11,340.00

Total monthly food and drink revenue **\$ 156,940.00**

Chef Salaries

Percentage of Monthly Revenue to Chefs	11%
Total Monthly Payment to Chefs	\$ 16,016.00
Average Number of Nightly Chefs	4
Monthly Payment for Each Chef	\$ 4,004.00

Monthly revenue to restaurant **\$ 129,584.00**



income statement

REGULATIONS

A la carte will be subject to federal, state, and local government laws that regulate restaurant operation and food safety.

RECEIVABLES

Because the majority of our customers will pay with either cash or credit card at the time of service, receivables for our restaurant will be low. The industry average for receivables is approximately 10 days' sales and we anticipate a similar average.

INVENTORY

The vast majority of necessary ingredients for a la Carte will be perishable, so we will therefore need to keep low inventories.



	Monthly	Yearly				
	2017	2017	2018	2019	2020	2021
Revenue (Sales)						
Food/Beverage sales	\$ 156,940.00	\$ 1,898,539.50	\$ 1,993,466.48	\$ 2,093,139.80	\$ 2,197,796.79	\$ 2,307,686.63
Cooking class sales		\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$ 156,940.00	\$ 1,898,539.50	\$ 1,993,466.48	\$ 2,093,139.80	\$ 2,197,796.79	\$ 2,307,686.63
Cost of Goods Sold						
Food	\$ 30,000.00	\$ 360,000.00	\$ 378,000.00	\$ 396,900.00	\$ 416,745.00	\$ 437,582.25
Beverage	\$ 6,000.00	\$ 72,000.00	\$ 75,600.00	\$ 79,380.00	\$ 83,349.00	\$ 87,516.45
Total CoGS	\$ 36,000.00	\$ 432,000.00	\$ 453,600.00	\$ 476,280.00	\$ 500,094.00	\$ 525,098.70
Gross Profit	\$ 120,940.00	\$ 1,466,539.50	\$ 1,539,866.48	\$ 1,616,859.80	\$ 1,697,702.79	\$ 1,782,587.93
Operating Expenses						
Salaries	\$ 41,649.33	\$ 499,791.96	\$ 504,789.88	\$ 509,837.78	\$ 514,936.16	\$ 520,085.52
Advertising	\$ 4,708.20	\$ 56,498.40	\$ 57,063.38	\$ 57,634.02	\$ 58,210.36	\$ 58,792.46
Rent	\$ 11,667.67	\$ 140,012.04	\$ 141,412.16	\$ 142,826.28	\$ 144,254.54	\$ 145,697.09
Utilities	\$ 1,250.00	\$ 15,000.00	\$ 15,150.00	\$ 15,301.50	\$ 15,454.52	\$ 15,609.06
Insurance	\$ 50.00	\$ 600.00	\$ 606.00	\$ 612.06	\$ 618.18	\$ 624.36
Telephone and wifi	\$ 89.90	\$ 1,078.80	\$ 1,078.80	\$ 1,078.80	\$ 1,078.80	\$ 1,078.80
Licenses (alcohol, etc.)	\$ 208.33	\$ 2,499.96	\$ 2,499.96	\$ 2,499.96	\$ 2,499.96	\$ 2,499.96
Startup costs		\$ 411,536.04				
Depreciation		\$ -	\$ -	\$ -	\$ -	\$ -
Total Operating Expenses	\$ 59,623.43	\$ 1,127,017.20	\$ 722,600.18	\$ 729,790.40	\$ 737,052.51	\$ 744,387.25
Net Income	\$ 61,316.57	\$ 339,522.30	\$ 817,266.29	\$ 887,069.40	\$ 960,650.27	\$ 1,038,200.68

GROWTH PERCENTAGES/ year	
Revenue	5%
COGS	5%
Operating Expenses	1%



breakeven analysis

Fixed Cost Breakeven Analysis

Cost description	Fixed costs per month
Rent	\$ 11,667.67
Manager Salaries	\$ 8,833.33
Insurance	\$ 50.00
Telephone and Wifi	\$ 89.90
Alcohol license	\$ 208.33
Total Fixed cost per month:	\$ 20,849.23
Total Cost per year:	\$ 250,190.76
Revenues per day to breakeven	\$ 685.45

Variable Cost Breakeven Analysis

Advertising	\$ 4,708.20
Food inventory	\$ 30,000.00
Beverage Inventory	\$ 6,000.00
Utilities	\$ 1,250.00
Hourly wage employees	\$ 16,800.00
Chef wages	\$ 16,016.00
Total Fixed cost per month:	\$ 74,774.20
Total Cost per year:	\$ 897,290.40
Revenues per day to breakeven	\$ 2,458.33

Total revenue per day to breakeven	\$ 3,143.78
Average cost per meal	\$ 34.00
Daily customers needed to breakeven	92

future expansion





grab n' go lunch

While upon initially opening, a la carte will be focused mainly on dinner and streamlining operations, we do plan to expand in the future. Bethesda, MD is a hub for many companies, and therefore a daytime hub for many professionals. In order to capitalize on this, a la carte will offer lunch bags that professionals can grab and take with them.

Two different lunch bag specials will be created every workday, one vegetarian option and one non-vegetarian option. Each bagged lunch will embody a la carte's promise of fresh ingredients and specialized food. The specials will change on a daily basis, as well as the chef who makes them. Only one chef will be in charge of preparing the lunch specials each day.

The introduction of lunch will allow a la carte to fully utilize its lease at every moment of the day. Lunch will need to end around 2:30, because the restaurant and chefs will need to prepare for dinner.



cooking classes

While we plan to prepare lunch on a daily basis in the future, there is still a lot of room left to be utilized in the daytime. Lunch will only require the use of one station, which leaves three stations left to be used. Therefore, we plan to hold cooking classes led by the a la carte chefs during the daytime. Chefs will teach various skills vital to the kitchen, demonstrate recipes, and allow attendants to get hands on in the kitchen.

The main target for these classes are stay-at-home mothers and fathers in the Bethesda area. Bethesda is a higher-income area, therefore our hope is that these parents will be willing to spend the money to participate in the classes.

Each participant in the class will receive a discount on their next trip to a la carte. Having these classes at a la carte with a la carte chefs helps strengthen the bond between chefs and our customers, as well as introduces a new clientele to a la carte.



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