A neighbourhood lunch kitchen

Nakuru · Illustrative launch plan

Nakuru, Kenya
Prepared Sep 9, 2026 · KES

A focused menu. Reliable collection. Decisions grounded in paid trial orders.

Read. Validate. Put it to work.
Start with the executive summary, check the financial assumptions, then use the action and review worksheets. Estimates are planning scenarios, not guaranteed results. Replace them with quotes and actual trading data before committing funds.

YOUR WORKING DOCUMENT

Find what you need

> Use the links below to jump to a section. Keep the editable Word copy for changes and monthly reviews.

01 / BIZPLANS

Cover Snapshot

> A neighbourhood lunch kitchen in Nakuru, built around office preorders.

This is a fictional example showing the structure and working tools in a custom plan. All costs, prices, demand and milestones below are illustrative assumptions, not researched Nakuru market estimates.

The planning brief

Decision	Working assumption
Offer	A short rotating menu of simple lunches
Customer	Nearby office workers who can preorder
Launch approach	Trial orders before a long lease
Setup outlay	KES 180,000; a separate cash reserve may also be needed

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Executive Summary

> Validate repeat lunch demand before committing to a permanent kitchen.

The proposed kitchen serves a defined office catchment with preordered lunches and reliable collection windows. A short menu allows ingredients to be shared across meals and makes portion costing easier. The owner should first prove that customers reorder at a price that covers food, packaging and daily operating costs.

Decisions that matter

Decision	Evidence	Action if weak
Can lunches sell at KES 250?	Paid test orders and customer feedback	Revise portion, menu or customer segment

Decision	Evidence	Action if weak
Can each order contribute KES 125?	Weighed recipe costs and packaging quotes	Reprice or remove low-margin meals
Is a lease justified?	Repeat orders and current premises terms	Continue a small compliant trial

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Business Description

> A focused preorder model reduces the amount of food prepared without a buyer.

The owner coordinates ordering, purchasing and customer service. Cooking capacity should match confirmed orders, with a limited allowance for walk-ins only after demand is observed. The plan assumes owner supervision; any additional owner salary must be added to the cost model.

Operating choices

Choice	Reason	Boundary
Short daily menu	Simpler purchasing and portion control	Remove meals with inconsistent ingredient costs
Advance order cutoff	Match preparation to demand	Confirm the cutoff during the trial
Collection first	Avoid unpriced delivery expense	Charge separately for any delivery

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Market Opportunity

> The opportunity is a testable customer need, not an asserted market size.

The working hypothesis is that office workers value dependable lunchtime collection and consistent portions. No market-size or market-share claim is made. Walk the proposed catchment, note the existing lunch alternatives and ask customers what they currently buy, spend and find inconvenient.

Demand research

Question	Method	Evidence to keep
What makes customers switch?	Short interviews near the proposed catchment	Anonymised notes on price, time and food preference
Will interest become payment?	Offer a small preorder trial	Paid orders, cancellations and repeat purchases
Is the location convenient?	Observe foot traffic at lunchtime	Collection times and access constraints

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Customer and Competitor Analysis

> Compete on a reliable lunch routine, then test whether customers value it.

The competitor set includes nearby takeaway kitchens, canteens, street-food sellers and packed lunches from home. Named businesses have not been researched for this example. Compare actual alternatives before deciding that convenience or menu quality will justify the proposed price.

Comparison worksheet

Alternative	What to observe	Proposed response
Nearby takeaway	Queue time, portion and actual price	Reliable preorder collection window
Office canteen	Convenience and menu variety	A focused menu customers request
Packed lunch	Customer's perceived saving	Target days when convenience matters most

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Products, Services, and Pricing

> An illustrative KES 250 meal leaves KES 125 before fixed costs.

The model assumes ingredients of KES 100, packaging of KES 15, and fuel and waste of KES 10 per average meal. KES 250 minus KES 125 in variable costs gives KES 125 contribution per order. This is not net profit. Use recipe weights and supplier quotes to replace these assumptions.

Price discipline

Decision	Working rule
Discounts	Recalculate contribution before offering a discount
Delivery	Quote separately or explicitly add its cost per order
Portions	Weigh ingredients so meal costs remain measurable
Menu changes	Retest cost when ingredients or packaging change

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Operations Plan

> Make ordering, food preparation and reconciliation repeatable.

Daily workflow

Step	Responsible role	Evidence of completion
Confirm orders and payment	Owner	Order register with collection times
Buy and check ingredients	Owner / cook	Receipts and quality checks
Prepare and portion meals	Cook	Recipe quantities and preparation record
Pack and hand over	Service assistant	Order matched to customer
Close the day	Owner	Cash reconciliation and waste log

Before trading, confirm the premises, food handling, safety and applicable local requirements with the relevant authorities. The sample does not state verified permit fees. Add confirmed fees and any missing labour, utilities or compliance costs to the budget before launch.

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Marketing and Sales Strategy

> Start with a small catchment and measure repeat orders, not just enquiries.

Launch experiments

Channel	Experiment	Measure / decision
Office introductions	Offer a preorder menu to nearby workplaces	Paid trial orders; retain offices that reorder
Opt-in messaging list	Send the next menu to consenting customers	Orders per menu; stop unwanted messages
Customer referral	Ask satisfied customers to introduce a colleague	Repeat paid orders; avoid uncosted discounts

Keep a simple customer and channel register. Review which channels bring paying customers back. Cap any advertising spend until contribution after acquisition cost is positive; include that spend in the model before increasing it.

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Financial Plan

> Sales, operating surplus and cash answer different questions.

At 30 orders per day over 22 trading days, monthly sales are KES 165,000. Variable costs are KES 82,500 and fixed costs are KES 45,000, leaving KES 37,500 operating surplus before tax, financing and any omitted owner salary. The financial workings appendix retains every month of the forecast.

Financial decision points

Measure	Illustrative result	Meaning
Break-even orders	360 per month	KES 45,000 divided by KES 125 contribution
Break-even sales	KES 90,000 per month	Before tax, financing and omitted costs
Startup outlay	KES 180,000	Not the same as available operating cash

The forecast increases sales over time as a scenario, not a prediction. Compare the lower-sales case in the appendix before deciding how much cash to retain. Cumulative cash starts at negative setup outlay and excludes financing inflows.

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Funding Request and Use of Funds

> Confirm the full cash requirement before selecting a funding source.

The fictional setup outlay is KES 180,000. Funding source and loan terms are not supplied. Do not treat the setup contingency as evidence that working capital is adequate: calculate the cash needed for rent, ingredients and wages while demand builds.

Funding decision

Item	Next evidence
Equipment and premises	Written quotes, deposit terms and payment schedule
Operating reserve	Conservative cash forecast using actual payment timing
Borrowing, if used	Repayment schedule, interest and fees added to cash flow
Owner contribution	Confirm funds available without assuming a loan approval

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Risk Analysis

> Attach a warning sign and an action to each material risk.

Risk register

Risk / warning sign	Response	Owner
Demand: repeat orders fail to grow	Reduce preparation, interview lapsed customers, delay lease commitment	Owner
Costs: recipe contribution shrinks	Re-cost portions and compare supplier quotes	Owner / cook
Food quality: complaints or unsafe storage	Pause affected service, investigate and correct handling	Owner / cook
Cash: bills exceed available funds	Update cash forecast and freeze discretionary spending	Owner

Review these indicators weekly during the trial. Stop expansion when the evidence contradicts the plan; a smaller viable operation is preferable to scaling an untested assumption.

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90-Day Execution Roadmap

> Use the first 90 days to earn the next spending decision.

Execution roadmap

Timing	Action / owner	Completion evidence / decision
Days 1-30	Owner: obtain quotes, confirm requirements and run a small trial	Recipe costs and paid orders; proceed only if contribution is positive
Days 31-60	Owner / cook: refine menu and collection workflow	Repeat purchases and daily reconciliation; fix recurring waste first

Timing	Action / owner	Completion evidence / decision
Days 61-90	Owner: review actual costs, demand and cash	Updated forecast; expand only if operations and cash can support it

Use the action worksheet to assign actual names and dates. A milestone is complete when the evidence exists, not when the calendar reaches the end of a phase.

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Assumptions and Source Notes

> Keep facts, estimates and unresolved questions visibly separate.

Assumption register

Type	Basis	Validation needed
Fictional brief	Nakuru office lunch kitchen	No real customer or business represented
Editorial estimate	Price, costs and monthly demand	Supplier quotes, paid trials and observed trading data
Calculated output	Surplus, break-even and cumulative cash	Recalculate when any input changes
Not provided	Permit fees, taxes, financing and owner salary	Confirm applicability and include before investing

No external research sources are claimed for this sample. It demonstrates document structure and calculation methods. A custom plan should retain its available sources and flag any assumptions that still require local validation.

Financial workings

> The complete cost and forecast tables. All amounts use the currency shown below; negative cash values remain visible.

How to read the numbers · KES

All variable costs are per average order. Monthly costs = fixed costs + revenue / average order value × variable costs per order. Fixed costs and unit costs remain constant in this planning scenario. Profit is operating surplus before tax and financing, not net profit. Cumulative cash flow starts at negative total startup outlay; financing inflows are excluded. Null break-even or payback means not attainable in the model, never zero. All sales and cost inputs remain estimates to validate.

Startup outlay

Item	Amount (KES)	Basis / validation
Kitchen equipment	85,000	Obtain a current quote
Premises deposit and preparation	45,000	Obtain a current quote
Opening stock and packaging	20,000	Obtain a current quote
Setup contingency	30,000	Obtain a current quote

Monthly fixed costs

Item	Amount (KES)	Basis / validation
Rent	15,000	Obtain a current quote
Staff allowance	22,000	Obtain a current quote
Utilities and administration	8,000	Obtain a current quote

Variable cost per order

Item	Amount (KES)	Basis / validation
Ingredients per meal	100	Obtain a current quote
Packaging per meal	15	Obtain a current quote
Fuel and waste allowance per meal	10	Obtain a current quote

12-month operating forecast

Month	Sales	Costs	Operating surplus	Cumulative cash*
Month 1	110,000	100,000	10,000	-170,000
Month 2	137,500	113,750	23,750	-146,250
Month 3	165,000	127,500	37,500	-108,750
Month 4	165,000	127,500	37,500	-71,250
Month 5	176,000	133,000	43,000	-28,250
Month 6	176,000	133,000	43,000	14,750
Month 7	187,000	138,500	48,500	63,250
Month 8	187,000	138,500	48,500	111,750
Month 9	198,000	144,000	54,000	165,750
Month 10	198,000	144,000	54,000	219,750
Month 11	209,000	149,500	59,500	279,250
Month 12	209,000	149,500	59,500	338,750

Sensitivity to sales

Scenario	Monthly sales	Basis / outcome
Lower sales	141,166.67	Estimated average monthly revenue at 80% of the base forecast. Average monthly operating surplus: 25583.33. Fixed costs and average order economics held constant; validate demand.
Base case	176,458.33	Estimated average monthly revenue at 100% of the base forecast. Average monthly operating surplus: 43229.17. Fixed costs and average order economics held constant; validate demand.
Higher sales	211,750	Estimated average monthly revenue at 120% of the base forecast. Average monthly operating surplus: 60875. Fixed costs and average order economics held constant; validate demand.

Break-even

Monthly sales required	Orders required	Calculation basis
90,000	360	Estimated monthly fixed costs 45000 divided by contribution per order (250 selling price minus 125 variable costs). Customers means orders at the estimated average order value; repeat orders may come from the same customer.

Action and review worksheets

> Fill these in using the editable Word copy, or print them for your next planning session.

Validation before spending

Check	Evidence to collect	Owner / date / result
Meal contribution	Weighed recipe costs and written supplier quotes	________________
Repeat demand	Trial order register and repeat purchase records	________________
Premises and requirements	Lease terms and applicable local requirements confirmed	________________

Turn the roadmap into commitments

Phase	Planned action	Owner / due date / evidence
Days 1-30	Validate demand, cost recipes and collect quotes.	________________
Days 31-60	Refine menu and collection based on repeat paid orders.	________________
Days 61-90	Compare actual cash and costs with the plan before expanding.	________________

Monthly plan versus actual

Measure	Plan	Actual	Difference / next action
Sales	________	________	________________
Variable costs	________	________	________________
Fixed costs	________	________	________________

Measure	Plan	Actual	Difference / next action
Operating surplus	________	________	________________
Cash available	________	________	________________
Repeat orders	________	________	________________

A useful monthly review

Copy the relevant month from the forecast into Plan, record actual results, and calculate Actual minus Plan. Explain the biggest differences. Agree one next action, an owner and a review date. Cash available must also include your actual financing, tax payments and spending timing.

EVIDENCE REGISTER

Sources and evidence

No external sources are attached. Treat market statements and financial inputs as unverified planning assumptions.

A reference supports only the claims it actually covers. Local prices, demand and requirements may differ.