Susan’s Fried Crab
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Introduction

The face of the business world is changing fast in today’s market. Because of the advances in technology, smaller companies are springing up at an even higher rate around the country, not only because they are less expensive to run, but also because technology has enabled these companies to effectively compete against the larger corporations. Additionally, these smaller businesses allow the owners to have more autonomy over the decisions regarding their business and reap more profits and benefits if their business ultimately becomes profitable. However, to determine if a business will be profitable, extensive analysis of the business must be done in order to identify problem areas, correct them, and define solutions in order to keep the business healthy and on the right track.

Because Susan’s Fried Crab is not an existing business, there was no ability to analyze the current landscape of the business, but instead look at developing a business plan, or blueprint, which would enable you to begin to take steps to establish the business according to your vision. Because of the lack of an actual business to analyze, this report will not follow the traditional format, but will break down the specific areas that will need the most attention in your quest to establish your business. Please note that the analysis, recommendations, and solutions are addressed in each of the individual sections throughout the paper, not broken out individually. This makes it much clearer to determine what information we were looking at in order to make recommendations or solutions, as opposed to the disarray that separating them would create.

The consulting group tried to balance the knowledge that we have learned in our many business courses, with the breadth of research information available on starting small businesses. A tremendous amount of effort was invested to provide a clear outline of the many areas that are needed for a small business to be started. Many people overlook certain areas that we have
outlined in the follow document, much to their detriment. Without all of the key links put into
place many businesses will fail, or will require large amounts of work to recover from the
mistakes they made by failing to include these elements. Therefore through the internet,
personal contacts, and information on starting small businesses, we hope that the
recommendation we have provided will help you in your quest to have a personal dream come
ture, or will at least help give you an edge in a very volatile business environment.

As the opinions of five business students, who have worked extremely hard in their
business coursework at California State University, Sacramento, we feel that we provide
something very valuable. We are able to see things more holistically, and ensure that we cover
all of the needed areas. Thus the report was broken up amongst the five consultants, and then
edited by all of the members. This ensured that while everyone had an opportunity to contribute
to the analysis and recommendations, every section of the paper was reworked and questioned to
ensure that you, our client, would receive a top notch and thorough recommendation.

In order to keep the clarity of our findings, the report is broken down into many
important sections detailing areas that must be discussed when thinking about beginning a
business. The ownership and organization sections detail what type of business you may look at
starting. Because of the high start-up costs, having a sole proprietorship versus a Limited
Liability Company could mean the difference between certain fees or tax classification. Any
cost savings in this area can be applied to another area of the business. This section will help
you determine what structure you may want to look at in determining how Susan’s will be run.

The location, selling area, and building details sections detail how you will want to use
the resources that you have in order to establish your business in the community. Capital can
usually come pretty easily, especially with the desire to have more women owned business
established, therefore, it will be important that you are clear in the best market to set up in order to maximize profits and repay the start up debt that you will incur. These sections will give you an idea of the costs that are associated with different markets in the Sacramento area, and some thoughts on the type of set up that will work best to serve the largest volume of customers possible, while also maintaining the design you wish to have for your establishment. Remember that a bad location choice will inhibit the amount of profits you can make and the resources that you will have available.

The strategic objectives, financial objectives, and business strategy sections look at how you go about establishing the goals and direction that you want to accomplish with your business. These areas should be looked at before you even jump into a business because the objectives that you establish will determine what you will need to incorporate into your business plan. These areas are integral in the business plan because they will determine what your business stands for and really help to give your business an identity. Consultants will be able to work closely with you, not only to initially develop these areas, but also help you revise them periodically to ensure that you are on track and that you are using all of your resources are being used correctly, efficiently, and to their maximum benefit.

While you have some preliminary ideas for the products and services for Susan’s Fried Crab, the product and services sections outline some additional items to think about incorporating into your business. Many of the ideas, such as catering, are important in order to improve your client base and also aid in marketing efforts. Additionally, you will gain more satisfied customers by having a simple menu with great and well prepared foods that will keep people coming back, rather than an elaborate menu that is full of food that isn’t cooked well that people will try only once and never come back again. Always make sure that the products and
services that you establish, not only maintain a high quality, but also fit well with your mission and business strategy.

Marketing and competition will be the two sections that you will look at the most, as they will be the driving force that either keeps your name in the market through marketing or that keeps you innovative and striving for the best products in order to stay ahead of your competition. These two areas will not only require attention, but capital as well. These sections outline some ways you can establish a good marketing plan and competitive response without incurring drastic high costs and also give you an idea of the direction you should take in these areas.

Your human resources, or employees, will be one of your greatest resources, not only because they will help you run the business, but because they will help perpetuate your mission and help create a view of your business in the minds of the consumers. These sections outline ways to utilize your employees to the maximum, while also maintaining fairness and a good working condition. Because of the increased legal focus, and extensive laws surrounding the area of Human Resources Management, this will definitely be an area that you will not want to ignore in order to avoid costly fines.

Once Susan’s Fried Crab has become an established business, and has begun to make a profit and grow in the market, it will be imperative to have another analysis of the business to ensure the resources and strategic goals of the business are being utilized correctly in order to keep the business headed in the right direction. Please understand the suggestions that we have made, and use items that strike you in order to create a business that incorporates the necessary elements with your own personal touch and flair, while always realizing that business is volatile, and only those that are well prepared and realistic will truly succeed in today’s market.
Analysis and Recommendations

Ownership

Susan you can start off as a sole proprietorship, to save the $800 fee to be a LLC, but it is encouraged to switch to a LLC, or an S-Corporation. A sole proprietorship is an organization, in which an individual is fully and personally liable for all the obligations (including debts) of the business, is entitled to all of its profits and exercises complete managerial control. A Limited Liability Company (LLC) is an organization, authorized only in certain states, whose owners and managers receive the limited liability and (usually) tax benefits of an S Corporation without having to conform to the S corporation restrictions. An S-Corporation is an organization, allowed by the IRS for most companies with 75 or fewer shareholders, which enables the company to enjoy the benefits of incorporation but be taxed as if it were a partnership. Before switching to either a LLC or an S-Corp, it’s important to see which one will benefit your restaurant the most. The most important factor in my opinion, is limited personal liability, and to avoid double taxation. Talk to a lawyer for further details. I recommend that all profits be reinvested in the restaurant, while further expansion is the goal.

Organization

Susan’s Fried Crab needs to be ran and operated by Mrs. Susan Bryant. Susan, when you write about what type of organization you want your restaurant to be make sure that you show creditability. By showing creditability, I mean, tell of any experience that you have in the restaurant business, your work in the community (church, college degree, certificates, volunteer, etc.). You need to show that you are self motivated and focused when you start a project. It is also important that you talk about your knowledge of crab and what you have done to research
and establish a menu for the restaurant. Include all of your connections you have in the community (local kitchens, crab suppliers) and talk about the crab feeds that you have been in charge of, tell where they were, how many people were there, etc. Susan, as owner, you will be responsible for all of the major management decisions associated with the restaurant as well as the task of managing the books and ensuring everything is reported correctly (IRS, Franchise Tax Board, etc.). Basically you are the one in charge of keeping the company running smoothly and ensuring that the bills (produce, crab suppliers, lease, payroll, etc.) are paid in a timely manner. You will also have to hire a manager. This manager needs to ensure that the day-to-day issues of the restaurant are taken care of in a timely manner. In other words, your manager will be your assistant, somebody you train to run the business in your absence. Be very careful in the hiring process of a manager, check references, do your research to make sure this person has the experience that they speak of. But together, you and your manager need to ensure that the company runs smoothly and is profitable.

Mission Statement

Susan’s Fried Crab has a vision of excellence to provide a specialized menu serving only the freshest quality food. Our employees exude a warm and friendly spirit contributing to the friendly and casual atmosphere.

To assure the utmost satisfaction in our customers, we are committed to perfecting every detail at Susan’s Fried Crab, from the best quality ingredients, excellent training in food preparation and customer service, to the atmosphere of our restaurant, and especially community involvement through fundraisers. We excel because we provide only the best for our customers and community.
Local, State, and Federal Regulations

For your business to operate correctly, you will be required to follow many different laws and purchase many necessary permits. These will be available from various local, state, and federal entities, and will require a payment of fees and time in order to obtain them. The permits will allow you to establish a restaurant and serve food, build certain types of facilities, govern what types of food and beverage you may sell, labor and employment law requirements, and many more. Please see the appendix listing the various agencies, the permits or requirements that they oversee, and how to obtain the necessary clearance by each. Remember that you will need to acquire many of these items and should become familiar with them.

Location, Selling Area and Building Detail

Currently, Susan’s Fried Crab business does not have an established location, but is rather very open in location traveling from church to neighborhood community kitchens for fundraisers. We took a further look into possible future locations to hold a small specialized restaurant and came up with two primary locations both located in the newly developed Natomas area of Greater Sacramento.

Because you are considering opening a small restaurant and still want to maintain your catering/fundraising service, we recommend that you open a small restaurant in a prime location that has heavy foot traffic and is very visible to the public. We found Natomas to hold the greatest advantages in location. North Natomas continues to grow signifying it as one of the biggest growth zones in Greater Sacramento. North Natomas is expected to grow to 43,000 residents by 2025. This vast growth leaves great opportunity for you to target a larger market. We would also strongly recommend that you begin your business by leasing rather than
purchasing a building. Once you gain further attention from the public, your increased profit margin will allow you to invest further into your business.

The first location we recommend is the Natomas Marketplace located directly off of I-80. With this location you would be able to target several segments of the market. You would also receive passing traffic from the freeway, local residents of the newly developed area, consumers from the shopping center, as well as heavy traffic from Arco Arena. Because of the specialized food that you will be serving, you will not find any direct competition within this shopping center, leaving you with a key competitive advantage over those who share your same market.

The second location we recommend is North Natomas Town Center. This is a 120,000 square foot center that is projected to open in fall 2003. This is an excellent location across from Arco Arena and as stated previously, is one of the fastest growing communities in California. Within this location you will also find heavy traffic by local shoppers and your business would be very visible by road traffic.

Location and leasing information:

Natomas Marketplace
Heather Beal
1451 River Park Drive, Suite 110
Sacramento, CA 95815
916-920-5555 phone
916-920-4265 fax

North Natomas Town Center
Bob Dong
555 Capital Mall, Suite 100
Sacramento, CA 95814
(916) 466-6800

Through further research, we found that a small specialized business such as yours would demand a building in the size of approximately 2,346 square-feet. You mentioned you only wanted about ten tables in your restaurant. The 2,346 square-feet would allow you a dining room open for fifty-five seats or approximately thirteen tables. The front of the house (dining area) would constitute for about approximately 1,119 square feel and approximately 1,227
square-feet for the back of the house (kitchen and preparation area). This restaurant would be set up for fast service made-to-order meals.

In quick service restaurants such as yours, guests are not encouraged to linger. High sound level caused by music and hard surfaces play an important role in helping turn table in less than thirty minutes. To further help the turnover rate, the seating is not very comfortable. Flat booths with a back pitch keep customers from lounging, but provide enough comfort for a short meal.

Other aspects you should consider in the lease of a building are planning a dining area to have twelve to eighteen square feet per seat. There are also kitchen sizing guidelines. You should consider the following: food prep is approximately fifty percent of the back of the house; storage is approximately twenty percent of the back of the house, ware washing is approximately fifteen percent of the house and wait staff is approximately fifteen percent of the back of the house. One last consideration for a small restaurant is to allow thirty-five to forty square-feet for a bathroom. Please refer to the diagram in the appendix detailing a suggested building layout highlighting all of the dimensions detailed in this section.

**Strategic Objectives**

After reviewing the notes from our interview, there are no defined strategic objectives for your business. Strategic objectives are extremely important because they are the driving force behind the direction your business will take, and ensures that all employees of the company will help the company stay on path to reach the strategic goals. This is not to say that you do not have great ideas of what type of business you want, what type of customers you want to serve, and what type of products you would like to introduce, but these ideas need to be translated into specific strategic goals that will help make your dreams a reality. A reasonable strategic goal for
Susan’s Fried Crab would be, “to become local favorite and number one establishment, serving a unique and different product to the Sacramento area community.” Actually writing down, and quantifying your strategic objectives will make them much more clear and easy to follow. We would suggest working with consultants from either the Sacramento Small Business Center, or a reputable consulting firm in Sacramento that specializes in creating and implementing Strategic Objectives.

If you would like to determine your strategic objectives on your own, a great technique that you could use is the SWOT Analysis technique. The SWOT Analysis entails listing out your Strengths, Weaknesses, Opportunities, and Threats. (A business consultant would also take you through these steps, so it is up to you if you would like the additional assistance. We would recommend that you do.) By determining these four areas relative to your business, you will be able to see what areas you should develop into strategic goals. For example, for Opportunities you could list “bringing a different type of product into an area hungry for new eateries,” and thus translate it into a strategic goal of, “having five restaurants in several parts of the greater Sacramento area by our third year of operation.” This goal would allow you to take advantage, strategically, of the original opportunity you saw in the SWOT Analysis. Again, remember that whatever goals you come up with by performing this process must be clearly defined, attainable, and communicated to your employees so that they may help the business stay on track to reach these goals.

Financial Objectives

During our previous interview, you also mentioned what you would like to accomplish with your business, but never went into great detail about the financial objectives you desired for your business. Having clear financial objectives is as important as having clearly defined
strategic objectives, because it gives your company and employees a goal to reach. A goal such as, “sell to 30,000 customers in our first years and make enough money to cover the start-up costs,” is one example, or, “to sell over 100,000 meals in the first year and make a 30% profit,” are examples of types of financial goals. In order to make clearly defined financial goals, you must have a clear idea of what your start-up, operating, overhead, sunk, and all other types of costs will be. Once you have an idea of what your costs will be, you can sit down with a consultant to go over your budget and capital requirement needs, and begin to create clearly defined financial objectives.

Once your objectives are clearly defined, you can help implement them by getting all of your employees on board. Bonuses, fair compensation, and good employee relations will help your staff work hard to reach your goals, and make sure that all strategies are being followed. Your employees will be an integral part of your business, so remember to treat them fairly and they will return the favor.

Remember to keep your objectives simple and realistic. Grandiose ideas are great in theory, but once on paper and official, they are many times very hard to obtain. If your financial objectives are not realistic, you will find yourself year after year unable to meet your goals, and possibly putting your business in danger in the constant pursuit of unrealistic goals. Therefore we strongly suggest further consultation with a financial planner/consultant to help you establish realistic and strong financial objectives.

**Business Strategy**

Building a good business strategy involves determining what core competencies your business uses to gain a competitive advantage, and exploiting these competencies in specified product markets in order to further your business. In other words, you need to determine who
your competition is, what you are able to do better than them, and how you will continue to have that edge over your competition. Your business strategy is important because it determines how you will reach your strategic and financial objectives, and how you will differentiate your product from others in the minds of consumers. If your business strategy is not clearly defined, realistic, and clearly communicated to your employees, you will more than likely fall short of your goal.

An easy way to determine your business strategy is to sit down and define your core competencies. Look at your employees, product, resource availability, the market, and any advertising that you do. Determine the areas that you see an edge over your competition. Do great loyal employees drive your edge, or is it driven by the unique product that you have? Looking at your business, it can strongly be suggested that your edge over your competition will be your differentiated product. The closest competitor to you would be places such as Tugboats Fish and Chips or Long John Silvers, and mainly because they are seafood based businesses. However, these places do not have the same recipe or product that you do. You would want to utilize your advertising campaign and employees to spread to the customer how unique and different your product is. Customers get tired of the same restaurants day after day. You would be able to provide them a different product that can be shared and loved by the whole family. Exploit this edge and you will see the returns and achieve your goals much more quickly.

As always, make sure that you work closely with your employees and business associates to maintain a clearly defined business strategy, no matter what you ultimately choose it to be. Without all of your staff on board, you will fail in your endeavors, and no one will know why they should purchase your product over the competition. Always remember that you can always contact consultants periodically to ensure that your plans and goals are in line and you are
making progress. This will ensure that a mistake is caught early and your business stays on track.

**Product**

As you stated in your interview, your main item will be fried crab. You also stated that you will have fried chicken, potato salad, macaroni salad, French fries, shrimp, scallops, chips, and other assorted food along this line. Aside from fresh crab, you can purchase all these items at a bulk warehouse like Costco or Sam’s Club. To purchase fresh crab you can buy them online or order them over the phone. You will be ordering in bulk because this is your main product. Here are some prices for you to take into consideration. These prices are from the Crab Place in Maryland: Small Male Hard Crabs (5 - 5.5 in.) a 1/2 Bushel will be $104.99, and for a Bushel $164.99. For Medium Male Hard Crabs (5.5 - 6 in.) a 1/2 Bushel will be $104.99, and for a Bushel $194.99. Snow Crab (by the lb.)is $14.99. King Crab by the pound is $19.99. Big Momma shrimp (15 ct. / lb.) is $20.99 fresh. This is just a sample of the price of fresh crab. Fresh sea scallops are (lb.) $16.99 fresh. You must research and find the best price for what you are going to charge customers. A side note that must be made on the menus is that the prices of crab are seasonal and prices will be changed accordingly. You will want to set your prices accordingly and keep your markup at the same percentage during the price fluctuations of the crab season.

*A bushel is the volume of a cylinder 18 1/2 inches in internal diameter and eight inches in depth. The standard bushel measures, (prepared by the United States Government and distributed to the United States), hold each 77.6274 pounds of distilled water.*

**Services**

We feel that Susan’s Fried Crab’s strongest competitive advantage is the fact that there are no true competitors in the Sacramento region that servers crab as its main item in a quick
service style restaurant. Due to the fact that you have this advantage, there should be a lot of effort focused on the differentiation of your products. Having a product that customers can only find at your establishment is the most important service you will be offering, and it’s important that you make this known to the customers.

Marketing will help you with getting word of your new product out to many consumers; however word of mouth will be important in the early stages of the business. Because of the large cost of advertising you may have to rely on the word of mouth of your customers, and those people who have tried your product already and enjoy it. Further marketing ideas will be discussed in the Marketing section of the consultation.

Some other services that will be vital to the business are the fact that your establishment will be small and also that you offer catering. The fact that you will have a small establishment will allow your customers to come pick up food quickly. This is very important for families that want to have a healthy meal, but don’t have time to cook. This could also be used to bring in business people who only have a limited lunch break and could really use an alternative to the everyday fast food menu. As far as the catering, this will be important because it will bring in more clientele. You will be able to advertise for this service within your restaurant through the customers you already have, and you will also attract different customers who would like to use your catering services. These two other services will help your business to further differentiate your services and products.

**Marketing**

To get the word out about Susan’s Fried Crab, you should have a crab feed in the area you choose to open your restaurant. This will allow people to try and “fall in love” with your fried crab. You should also have the entire main course items you plan to sell at your restaurant
at the crab feed for people to try. By having this crab feed you can start a customer base and create a demand for your product. The crab feeds will also give you the opportunity to pass out your menu with prices so that people can get an idea of what your restaurant has to offer.

The cheapest way for you to advertise would be to pass flyers or small photocopies of your menu out in the local area. This will be the cheapest and best way to spread the word about Susan’s Fried Crab. You should also consider attaching coupons to your flyers, offering some sort of discount or free item, to help bring customers in. After being open for a while, you can branch out and eventually advertise a spot or two on the radio and have ads in local papers such as the *Sacramento News and Review*.

**Competition**

After researching the area in which you wish to open your business (possibly Natomas), as well as looking at the Sacramento area as a whole, we have found that there are not any direct competitors in the area. This doesn’t mean that you will not have indirect competitors. These indirect competitors sell items that could be seen as substitutes or alternatives to your products. A few establishments in the Sacramento area that could be seen as competition to your business may include: *Texas West BBQ, J.R.’s Texas Bar-B-Que, Tugboats, Oceans Fish and Chips, Long John Silvers* and fast food restaurants such as *KFC*. Although these establishments don’t offer your unique crab, they do offer a quick, and in some cases, healthy meals. Some people may be allergic to crab or just not like seafood and would choose to go to a different restaurant that serves different items. Both of the BBQ restaurants have your same idea of a small establishment, and also offer their services for catering, and people could choose to eat there as an alternative to your restaurant.
The best thing for you to do to keep up with your competitors is to do market research on their products and prices on a quarterly or semiannually basis. In doing this market research you are able to keep your prices competitive with theirs. Because you will have many of the same side dishes as most of your small competitors, it’s important that you adjust the prices of your items as the prices of competitor’s products fluctuate. You can find this information by going on the Internet to look up the prices these businesses charge, or by simply calling or stopping into these restaurants to survey their prices and products. The consultation group has done some initial research on the prices that other restaurants are charging for some of the items you would like to sell at Susan’s. You may want to use these prices as a reference or starting off point for the planning of your menu prices. You can find these prices listed in the appendix at the end of the consultation.

Employees

You will need to have on hand about 8-10 employees. When running a small restaurant, it should take about six employees per day for normal operations. You should have the restaurant hours of operation from 11am in the morning, to 8pm an night. The morning shifts would have two employees and you arriving at 9am until 2pm for preparing the food and to make sure all the cleaning was completed the night before. The food preparation will take around two hours or less. The deep fried crabs and other food you intend to sell must be ready and be prepared for the lunch hour rush. While one employee is preparing the food, the other employee will be making sure the restaurant is ready for customers. The other employee’s responsibilities will include making sure that the eating environment is clean, silverware and napkins are available, condiments are filled, and the ice machine and beverages are filled. While
the two employees are preparing for the opening of the restaurant, Susan will be counting the books, counting out the register, and overseeing the morning preparation.

Come lunch time, one to two more employees will arrive to help for the lunch rush. The extra two employees would work from 12 noon to 6pm. One of the noon employees would help with the food line for the lunch rush, while the other helps to bus and clean the eating area. You now have three employees on the food line and Susan will operate the register and take orders. The first two employees will go home at 2pm. When the lunch rush dies down, the restaurant should be cleaned by one employee, while the other prepares the food for the dinner rush. At 4pm the last two employees will come to work. Theses employees and Susan will be at the restaurant an hour after it closes to make sure all the closing duties are done.

These four employees will operate like the first four did for the lunch rush, except it will be for dinner. At 9pm when the restaurant closes, two employees must close down Susan’s Fried Crab, two employees will go home, and you will do the books and count out the register. One employee would clean the kitchen/ food line area, while the other cleans and mops the eating area. The restaurant must be cleaned so the morning crew does not have to spend extra time cleaning a mess left from the day before.

A regular day would run six employees, maybe seven depending on the flow of business and the day of the week. Some days will be busier than others. Some employees will not want to work five days a week. You must also have employees you can call in emergencies because people will get sick, injured, or will not want to work.
Here is how the shift schedule would look:

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Employee#1 [----------------------------------------]
Employee#2 [----------------------------------------]
Employee#3 [-----------------------------]
Employee#4 [-----------------------------]
Employee#5 [-----------------------------]
Employee#6 [-----------------------------]

This is a rough idea for how Susan can schedule her employees. Susan can give her employees a half hour lunch according to how busy it is and what time the lunch and dinner rushes will come in.

**Personnel Plan**

As previously stated, the staff will consist of ten part-time employees, four shift leaders, one manager, and five employees. The five general employees will be working approximately 26 hrs a week at $7.00 per hour (which is above the federal and California minimum wage requirement). The four shift leaders will make approximately $1.00 more an hour, while the manager will be on a negotiable salary. The simple structure employed by Susan’s Fried Crab will ensure that communication flows freely and certain problems normally found in restaurants will not exist.

**Human Resource Management**

Susan, since you are a relatively small venture, the human resource strategy will be limited. You can plan on providing a limited health care and insurance plan to those employees who need it. You need to have employee job training with a few educational training videos to ensure complete understanding of OSHA, good customer service, sexual harassment and general operations. Although not every employee needs to be skilled in restaurant etiquette to work at the
restaurant, we will make sure that more than two-thirds the staff will have a good knowledge of previous restaurant operations. It’s necessary to look for employees skilled in the art of customer service. As a team, you, the manager and shift leaders will keep a watchful eye on the employees, but you want to create a comfortable atmosphere for the staff where there is not a huge gap between the lower level associates and the top management. Try to provide a working environment that the staff can be proud of, show appreciation when necessary. You want employees who want to work, and by balancing a flexible work environment with semi-strict management, you can accomplish it.

**Value Chain**

A value chain is a diagram detailing how all of the business components we have mentioned fit together in the grand scheme. The chain details how the raw materials are manufactured into finished products, which in your case is either the products you use in the preparation of your menu items, or the menu items themselves, and how these items are distributed in order for you to purchase them, either through retailers, wholesalers, etc. Ultimately the chain ends up with you and your staff creating the food items for Susan’s Fried Crab and selling it to the end user, the customers. The value chain is important, because it details the relationships that you need to develop and maintain in order to keep Susan’s Fried Crab successful and competitive. If any part of the value chain is not healthy, then your business in turn is not healthy. Please see the appendix for an example of the Value Chain.

**Conclusion**

Susan Bryant has a dream to start a restaurant of her own, and serve her fried crab that has been tantalizing the taste buds of everyone who has tried a bite. Susan this consultation is a starting off point for your future restaurant. You will have many decisions and steps to make in
order for your dream to become a reality. Starting a business is not going to be easy, but if you keep up your enthusiasm about your product, the process will be rewarding.

In the consultation that you have just read, we have outlined a rough business plan that will help guide you through the tedious process of beginning your own small business. Many people do not realize all the steps that are necessary in beginning a business and you now have an edge over those people with this plan. We have made many suggestions about the different areas of the business that you will need to focus on. These areas include; ownership, organization, location, selling area, building detail, strategic objectives, financial objectives, business strategy, products, services, marketing, competition, employees, personnel plan, and human resource management. All of these very important areas make up a blueprint of how to begin your business. Many of these areas are skipped over by people beginning a business, and without one or two of these areas being planned out, your business may not make it.

As a consulting group for Susan’s Fried Crab, we put in a tremendous amount of effort exploring and doing research in the area of business you wish to enter, and we linked that with the information that we have learned in our business classes at California State University, Sacramento. The research that we did was through the internet, books and personal contacts that we know. There is a large array of information about starting a small business in Sacramento that can be found on the internet and we were able to apply that to the suggestions made in your consultation. The most important part of this consultation, that many people do not have the opportunity to have, is the opinions and knowledge of five graduating college students that have worked hard in the department of business for four or more years. This knowledge will hopefully give you an edge over your future competition in the small business/restaurant market of Sacramento.
All of the information that our consulting group has provided you is an analysis along with our own recommendations of the information that we learned through interviews and phone conversations with you about the business you wish to begin. There is still a long journey ahead of you before you can actually start your restaurant. Now that you have these new resources and recommendations, it is your turn to continue the process. You may need further advice and knowledge from trained consultants from the Small Business Center, or an outside agent to finalize a tailored business plan for Susan’s Fried Crab. We enjoyed the opportunity to help you get a step further in pursuing your dream, and we wish you the best of luck in your future entrepreneurial endeavors.
APPENDIX

(OMITTED)