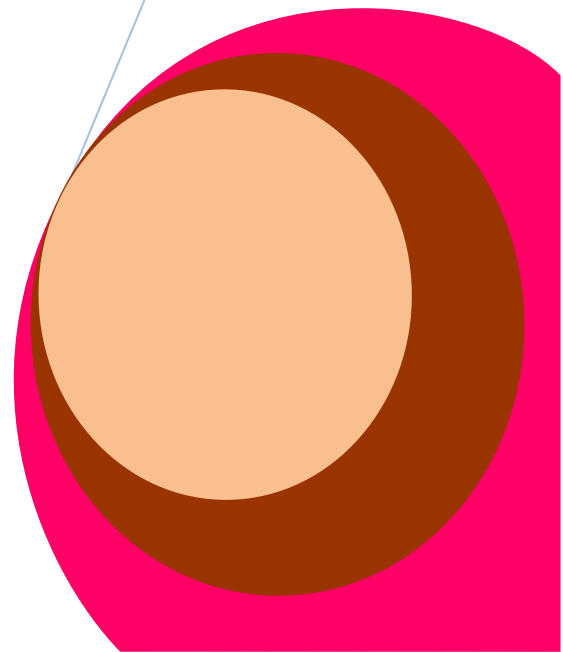
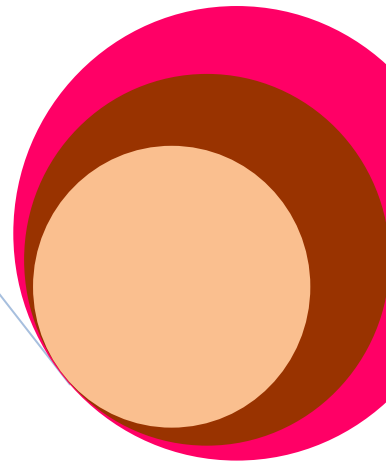


Meet Your Meal

And taste comes to you
!!



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FOREWORD

Eating in the street is a universal ancestral practice which shows that men have always had a lot of imagination to feed themselves in a fast and simple way.

Because it is a living form of popular culture and an essential part of a local identity, street food is the opposite of an imported global and standardized food.

Because it is popular and close to people, street food creates social cohesion between inhabitants and their territory. It gives some life to the streets, the neighbourhoods, the villages... it feeds the people who work in the suburbs, it livens up the markets and generates sharing and conviviality. It also encourages the promotion of local products and culinary heritage.

Let's imagine...

It is early evening, the market hall is busy, and some people are ambling along the streets towards the usually closed building.

On entering the market hall, instead of the usual stalls, they can smell wonderful scents coming from several little shops.

For a few Euros, they can enjoy a farmer's soup made with seasonal vegetables, or a few grilled skewered meat, or a piece of today's pie. A little further, they can discover a warm meat pie or a few freshly fried prawns or a fresh fruit salad.

The cooks in their stalls rival in imagination to make us feel like tasting their food : foie gras on toast, mushroom omelette... each cook prepares one or two specialties and they force the guests to make a choice, depending on their appetite.

At the bar, people get together and share a drink. Some are young, some are older, some are living in the neighbourhood, others have just arrived and they all meet and exchange their impressions around an original flavour.

Here, some men and women are very busy and earn a living when they were still looking for a job a few months ago.

The butcher is working again, the cheese maker, the greengrocer, the fishmonger, following his example, do their best to promote their products.

New jobs, good food for little money, promotion of local products and recipes, a new space for meeting people... street food is on the move!

There is a festive atmosphere in the market hall, the mayor is pleased, he has even got used to having a meal there several times a week.

All the flavours of the world

Travellers know there is no better way to discover a country than taste its food and eat in the street: flavoured soups, sautéed rice, spicy kebab sticks, very hot doughnuts, fresh fruit salad... Bangkok, Dakar or New York City have the taste of their little shops rather than of their prestigious restaurants.

Street food, with its flavours, its noises and its life is part of each country's heritage. It is a living and traditional part of popular culture, it shows a way of life, it reflects history and the food available.

Street food has got all the flavours of the world. It is the gourmet identity of humankind.

Street food is an economic activity which is based on new data, it is the expression of a geographical, temporal and mental mobility.

Translated and adapted from "Le livre blanc de la Street Food", October 2012

I. GENERAL PRESENTATION OF THE PROJECT

Our project consists in a mobile food structure which is an emergent way to sell food in Europe today. In addition to this new method of distribution, we complete our difference with the choice of the products which must respect taste, balance and the practical aspects of food (use of finger food techniques and work on the packaging) and in the same time, responsibility (short supply chains, seasonal products) and the technological optimization of our truck (sustainability, versatility depending on our clientele, communication).

We also want to offer a special event service: we organize customized services for all sorts of events (children's birthday party, family gathering, company cocktail etc...)

We insist on the fact that we want to have a responsible project:

- Sustainability of our truck
- Sustainability of our production (seasonal food, short supply chain)
- Sustainability of our distribution (recyclable packaging and or bento box)

We have chosen an English name to be able to export this concept more easily. It also refers to the idea of encounter, interactivity, sharing and dynamism of our concept. We have also played on the close sounds of the two words "meet" and "meal" so as to make our brand more fun and easier to remember.

We have used simple codes for our logo:

- The shapes: a chef's hat to show we serve quality food, wheels to show mobility.
- Colours: brown to make people think of nature and sustainability, pink to give dynamism, a modern look and an idea of what a delicacy is.
- Letters: M for Meet and Meal.

II. MARKET ANALYSIS

2.1. Methodology

Our study has been carried out around:

- A documentary study based on articles published in the professional press and on the websites of mobile catering companies in France and abroad, of potential suppliers (truck, packaging, local food industry)
- A qualitative study among different experts:
 - o The Town hall of Limoges for all the regulations and the licenses that are necessary to open a mobile catering company.
 - o The Health and Environment agency for the hygiene rules when you work in a truck
 - o Mobile catering companies ("le camion qui fume")

This study has been carried out thanks to face to face or on the phone interviews and we had planned our questions carefully.

- A quantitative study among our potential clients:

On the basis of a sample of 80 persons structured by quotas (according to the area, the age and gender)

It has been done face to face with the help of a questionnaire.

It has been studied with the Sphinx software.

We must add that, because of the specificity of our project, we have organized our study around 4 different areas: the district of the town hall and the library, the city centre (Place de la République), the area of the university La Borie, and the area of Esther Technopole.

2.2. Results of the market analysis and recommendations (product/price)

2.2.1. Global study of opportunity

In the framework of a SWOT matrix, we have a first approach.

<i>Strength of the project</i>	No offer of mobile catering in Limoges Original offer Versatile and flexible offer adapted to the characteristics of Area Respect of an equation time/ticket/taste/balance/freedom First investment limited and good profit leverage Street food and wok are complementary cooking methods Responsible concept
<i>Weaknesses of the project</i>	Lunchtime service Complex logistics Dense indirect competition
<i>Opportunities of environnement</i>	Phenomenon of denied time Phenomenon of disintegration of meals Economic crisis and search of cheap concepts Growth of the consumption of mobile food Environnement awareness
<i>Threats of environnement</i>	lack of a good image of mobile catering Restrictive regulations (location, hygiene)

The licence for running a food truck is given by the mayor. The letter to the mayor is appended. (*enclosure 1*)

A few more details about the regulations about mobile catering.

In the letter to the mayor, we explain in which areas we would like to have our business so as to get information about where the electric terminals are and about the price we would have to pay for the location.

This letter is compulsory because the truck would be on a public area, it would concern the residents: for example, if the truck is in a car-park, some parking space should be booked in advance.

The price of the space depends on the area: 1 in the city centre or 2 in the suburbs; there is no mobile catering in Limoges, apart from a waffles vendor for Christmas time. He pays €3.57 for the space he uses for half-a-day and € for the electricity. The price of electricity depends on the power you need: € for 6 amp, €6 for 10 amp and €9 for 15 amp and over.

The price outside the city centre is lower but we will have to negotiate an agreement with the mayor. We can pay at the town hall or with a direct debit from our bank account. When we reach an agreement with the mayor, he will sign a bylaw and send it to the prefecture. It will give very price information as what we can do, where and how long we can stay. This paper must always be in the truck. The letter must explain our project, our offer, the areas where we would like to stay, the dates and working hours, the description of the truck. It must be sent to the town hall to the service in charge of trade.

2.2.2. Global commercial approach

In each situation, we define the limits of a customer catchment area within a radius of a 5 minutes' walk around our site.

The client flow is varied and we can notice the following segments:

- Working people who do not have a staff restaurant at their disposal or who are not satisfied with it.
- Students and pupils
- Shopping fans
- Tourists

	City Centre area	Library area	« La Borie »area	« Ester Technopole » area
<i>Working people</i>	+++	++	+	+++
<i>Students/pupils</i>	++	++	+++	++
<i>Shopping fans</i>	++	0	0	0
<i>Tourists</i>	++	0	0	0

- Our quantitative study allows us to give more details about the expectations of the different groups of people

	Time	Price	Taste	Balance	Freedom/mobile consumption	Originality
<i>Working people</i>	+++	+++	++	++ (women)	+	+
<i>Students/pupils</i>	++	+++	+	+	+++	+++
<i>Shopping fans</i>	++	++	+	+	+++	+
<i>Tourists</i>	++	++	++	+	+++	+

Our commercial offer can be presented in this way:

Our range of products is organized around two different lines: a “street” offer and a “wok” offer.

We have chosen these two lines of products because they are complementary and linked to two areas of consumption:

- The street offer is more often linked to mobile catering; it is convenient, modern and mobile.

- The wok offer is a more sophisticated offer; it is based on a diet balance and the discovery of new flavours. It is also very flexible and we can easily use seasonal products.

The price will range from €5 to €9.

The waiting time will be respected in all the areas (5 minutes).

	Target ticket
<i>City Centre area</i>	8 Euros
<i>Library area</i>	8 Euros
<i>« la Borie » area</i>	5 Euros
<i>Ester Technopole area</i>	8 Euros

For three of the four areas, because the clients belong to two or more segments, we choose to offer our two lines of products so as to satisfy all the clients' expectations and a rather large price range without exceeding eight Euros.

We will not put our food truck just in front of the students' restaurant as its prices cannot be beaten for everyday food, but we can offer an original, fun and mobile alternative.

This choice seems to be better adapted to our street food offer and the price gap (2 Euros) is bearable. We rely on one or two visits a week.

The definition of our direct competition and the measure of this competition as a consequence will be done according to the parameters we think are important for our potential clients:

- The necessary time (walk +service)
- The average cost
- The to-go offer
- The mobile consumption
- A balanced offer
- The taste
- The originality of the offer

In all the areas, the "delivered food" offer will only be an indirect competition as the range of delivered products is very different from ours. Our marketing positioning will be based on the equation moderate cost/controlled time/flavour/balance/freedom.

2.2.3. Specific complement to each area

We have decided to study the settlement opportunity in 4 attractive prospective areas of customers in Limoges.

- the city centre area (Place de la République)
- the library area
- the Ester technopole area (technology centre)
- the Borie area (a students' area)

The details of each specific area are in *the enclosure 2*.

They draw a conclusion for the settlement opportunity for each of those areas for different reasons.

About the « Place de la République » area :

We choose to open our business in this area in spite of the strong competitive pressure. This area is like the ones where most food trucks can be found because of the dense and varied flow of clients: it will allow us to display our whole line of products all the year round and maybe to imagine something a little different "a seasonal offer" in the summer.

We can make a difference with the existing offer by playing on the price/time /savour/balance/freedom ratio. This area often welcomes other clients from other areas in a pleasure context and that can cause a multiplying effect on the exposure and activity.

Lastly it is a regulating area allowing for a delay in settlement during the holidays. Indeed it is the least affected area due to the variety of customers and the arrival of tourist customers partly replacing active customers.

About the Library area :

This area would be a more tactical site because the potential/competitive pressure ratio is very high. We will not park our food truck just in front of the town hall employees and students' restaurant as their prices cannot be beaten for everyday food, but we can offer an original, funny and mobile alternative. We rely on one or two visits a week which seem sufficient. Considering a rotation of students and active customers and taking the global potential into account the area seems exploitable.

About the Ester area :

As the catchment rate of the staff and the students restaurants is not very high, the potential of this area seems interesting enough to offer another local service.

The "Ester-Technopole" area also seems interesting because of the big and increasing potential of this area, of its relative isolation as to the catering areas and the ratio of escape towards surrounding outlets due to a lower satisfaction by local offers (cafeteria, school canteen)

We will provide a local competitive offer (without the need for customers to travel by car).

About the Borie area :

Our target is only students. We will not park our food truck just in front of the students' restaurants as their prices cannot be beaten for everyday food, but we can offer an original, funny and mobile alternative.

The "Borie" area is also tactically interesting to exploit for several reasons :

-It is an isolated area: apart from the presence of a university restaurant, there is no alternative offer.

- There is some coherence between what is the main part of the patronage: students, and our concept: the "young" look of mobile catering is the proposed mastered financial contribution. We will not be harsh competitors considering the everyday unbeatable offer of University Restaurants (with a good product/price ratio) except for the weakness due to the waiting before getting into the restaurant area, but we provide an original, funny and mobile alternative.

Considering a student rotation and taking the global potential into account, the area seems exploitable.

2.2.4 . A special event clientele

In addition to our regular clientele, we plan to target a special event clientele.

- During collective events: funfairs, concerts, markets, sports events (CSP)
- During private events: birthday parties, family or friendly gatherings, events organized by companies.

We will offer a customized service :

<p>Vollicella : restaurant + hôtel</p>	<p>Historical events Catering service Delivery Food and drinks: 8 à 6€/ pers (unlimited) Historical food : 2200€pers 100 portions 2700€pers 200 portions 3200€pers 300 portions</p> <p>No local food Event with a fixed structure Setting up of the decor : 9h à 00h : tavern - with rotisserie 1600€(all included) - without rotisserie 1200€</p> <p>Disposable and recyclable technical support Partners : DJ, historical places</p>
<p>Flunch</p>	<p>Delivery Mise en bouche Cocktail formula : 4€à 8€pour 6 à 8 pièces 8/pers Buffet : 12,65€et 12,67€ frozen food, no local food</p>
<p>Pic up Finger food</p>	<p>Delivery : free from 50€ lent decoration and lay out: 115€50pers Service : 306€50 pers (1 waiter for 50 pers)</p>
<p>Le Cheverny (restaurant)</p>	<p>Caterer at people's home or coffee, no information about the setting</p>
<p>Le Pont St Etienne</p>	<p>Lunch box : 16€pers 3 buffets : 16.98€à 21.10€pers Cocktail : 15,10€ou 27,60€pers Local products: magret de canard, porc cul noir ... Theme evening -> déco</p>
<p>L'escapade du gourmet</p>	<p>Apéritif : 1,40€à 2,60€-> 35€pour 50 pièces Surprise bread</p>

Potential partners :

Sonic	Marquees, tents rental
Loc vaisselles 87	everything for the table
Limousin réception	Table and tent
Eurolight Music	music equipment rental

To conclude we can notice that restaurant owners also work as caterers, apart from Pic Up. Most of them supply the decoration. We have found out that decoration cannot be rented in Limousin. We would need to buy some and to have a place where to store them. We can be different thanks to our local food offer and our original workplace.

Websites we have visited:

- Midoitque: local home-made food, Lyon area
- Sandydeco.com: everything for a function or a special event can be rented
- Un beau jour: blog with original recipes for children
- animfun.com: rental of equipment for children (pop-corn machine, inflatable structures)

SERVICES

We offer a full service, we take care of everything, from the first contact with the client to the cleaning and tidying of the place. We are also in charge of the decoration and the equipment.

We can cater for up to 100 persons .

Type of formulas	Description
Delivery	products are delivered and laid out
Delivery + service	products are delivered and we organize the service
Delivery+ service +activities	products are delivered, we organize the service with our partner

For the children:

At people's home: we will offer "finger food" such as cupcakes, pancakes, waffles or fruit brochettes without forgetting the always successful products such as pop-corn, candy floss or a chocolate fountain. If the client asks for it, we will offer special equipment for children such as inflatable structures, games etc...

For the other clients:

We will organize the event at the people's home or anywhere else (castles, parks or other unusual places).

We will offer more sophisticated finger food made with local products.

III. OPERATIONAL OFFER (product-price)

3.1. Daily offer

3.1.1. Our menus

As an example we present our spring offer. The left part of our daily offer can be read *in the enclosure 3*.

SPRING

WOK	
P'tites Pousses	Spaghetti, tofu, peanuts, cashew nuts, mange tout peas, carrots, soya beans and leeks, spicy soya sauce.
Printanier	Asparagus, morel, pieces of smelting comté, thinly sliced sorrel, egg, pasta
The Asian	Spinach with wasabi, salmon, honey sauce, sesame
The Indian	Spiced pork meat, pasta, mushrooms, curry

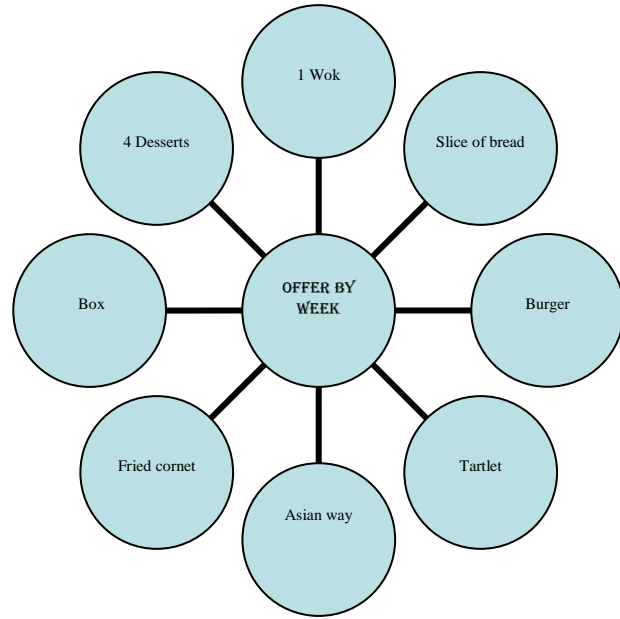
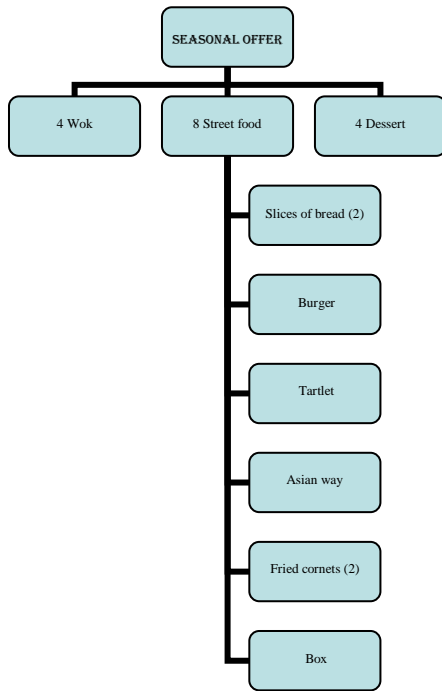
STREET FOOD	
Slices of bread	Fried aubergines, crushed tomatoes and comté cooked au gratin, roastbeef, salad, pepper sauce
Burger	Traditionally home made
Tartlet	Salmon, fennel, dill cream
Asian way	Spring rolls, mixed salad, soya sauce
Fried cornets	Fried in breadcrumbs chicken aiguillettes and home made
Box	Classical cottage pie

DESSERTS	
Cheesecake	Speculos/lime
Cookie	Peanuts/white chocolate
Fresh dessert	Fresh fruit salad
Panacotta	Vanilla and red berries coulis

3.1.2. Justifying

We have here a selection of a commercial offer which is evolving through the seasons and which is providing different products each week. However, the label and the kinds of the “WOK offers”, “STREET food” and the desserts enable the client to make his choice. In fact, although the alternating choices that can be made and the variety of offers, he can choose easily.

To understand the choice per week and season, will you refer to the grid below:



The WOK : (one WOK is rotating each week and four ones are suggested per season.
 -A 150 / or 300 g portion

- Can be sold as an accompaniment (3.50 €) or as a single course (5.50 €).

STREET FOOD: (4 rotating street food products each week and 8 products are suggested per season - - as a starter or as a complete meal.

-Mini size for tasting and variety and maxi size for a single piece.

- Can be sold separately for its maxi size (3 €) or as a fixed offer for a mini size (4 €x 6 mini pieces).

DESSERTS: (4 ones permanently)

-2.50 €

Justifying the material cost of the WOK

For this purpose, I'll use the technical file "Le LIMOUSIN". The WOK material costs in all 1.85 €

According to our medium target ticket, we thus get a multiplying coefficient up to 4.4 (8/1.8) which enables us to have an activity in the margin (beyond the standards of the profession where the material cost represents on average 30 % of the sale price.)

Moreover, we have chosen different products which we can find in European Countries. We decided to represent some of them because we wanted an exportable offer.

3.1.3. The European event offer

We want to develop, one time a week in city centre area, an event offer which proposes different European Soup. The concept marks our European ambition. The test will show us if we can develop this range of product on a large scale as an only product. We want to try it for some reasons which are explained in 8.5.

3.2. The event offer

3.2.1. For the children (*enclosure 4*)

The use of the producing and animation machines (pancakes, waffles, candy floss and the chocolate fountain) is possible by hiring them to an organization with which we are used to work. The hiring of the devices appears on the estimate. We are also looking forward to employ one of our waiters to use them. (The number of waiters depends upon the number of the rented machines but also upon the number of persons attending the meeting.)

The firms offering that type of services :

Alpha baby : services for 2 to 11 year old children with thematic animations and adapted decoration, costing from 170 € to 220 € lasting between 1 to 3 hours, for 15 persons maximum (beyond that, 130 €) Only in the Parisian area. No catering services are being provided.

Anni-Zen : services for children from 3 to 11 with thematic animations and a fit decoration, costing from 160 to 235 € lasting between 2- 3 hours, for 14 children maximum, only in the Parisian area, no catering being provided.

Setting of prices

- Cupcake: all of them are separately sold 1.50 €
- Popcake: 2.5 € each, that is to say 30 € for a dozen
- Cookies: 1.50 each
- Pancake: cost price of one pancake is 0.15€ sale price: 1.5 €
- Waffle: sold 1.5 € a piece.
- Candy floss: 2 € a piece
- Smoothies: between 1.5 and 2.5 €
- Brochette: sold 0.75 € for the fresh and dried fruits, 2 € for the sweets
- Chocolate fountain: 3 € per person for renting the most expensive machine, with the chocolate and the accompaniment.

Formula : (10 persons minimum)

- Delivery only: 175 € including a portion of each product per person and the chocolate fountain
- Delivery + service : 175 € + 15 € h for the cook
- Delivery + service + animation: 175 € + 60 € + joining the animation company (artist, clown)

3.2.2. For the further segments

The appendix 5 presents the event offer within the scope of dinner-cocktails.

PRICE SETTING

- Fried in breadcrumbs boulettes : between 1.5 and 2 €
- Tartlets: 1.5 € and 2 €
- Slices of bread: 2.5 €
- Burgers: 2.5 €
- Spoons: between 1.5 and 2.5 €
- Toasts: 2.5 €

Brochettes: between 1.5 and 2.5 €

The technical file is joined in the appendix.

Formula: (10 persons minimum)

- Delivery onl : 140 €including a choice of 10 portions according to the suggested offer, 14 € per person

- Delivery + service: 140 €+ 15€h for the cook and the person in charge of the animation.

IV. DISTRIBUTION/ MARKETING OF OUR OFFER

4.1 Times of presence on area (exclusively at midday)

We intend to start our activity with one lorry only, which will enable to spend a test time so as to distinguish among the studied places those being the most profitable. The test time will be spreading over a year which will help us studying the clients' behavior during the 4 seasons.

So we'll be able to adapt our presence on each zone by reallocating it (strengthening/abandoning the zone) if it's worth reinvesting a second truck in these. The "daily" task will concentrate at midday, from Monday to Saturday, leaving so the truck available for events taking place in the evenings and mainly during holiday time.

<i>Inner city centre (place de la république)</i>	Saturday	A day concentrating the most important flow of people « leisure » (shopping, strolling)
	Tuesday	Test day, with a normal throng of people in the town centre
<i>Mediathèque</i>	Monday	/
	Wednesday	A day concentrating the most important flow of people to the mediathèque(university students, highschool ones) being the only opening day favourable for out midday customers.
<i>University campus "La Borie"</i>	Friday	/
<i>Ester technopole</i>	Thursday	/
<i>Events</i>	Mainly weekdays in the evening/during weekends/school holidays	/
<i>Delivered catering</i>	Evenings	/

The presence timetable on zones are : 11.30 am-14.00 pm.

We have decided to settle ourselves twice in two different places for the following reasons:

- in the very centre in order to be able to attract the “leisure time” clientele on Saturdays.
- in the town hall area as it’s the most busy one as far as the potential connection between clientele/competitive pressure is concerned.

During the students’ school holidays, we’ll concentrate our truck again only in the very centre area because it represents the biggest mix of customers and because this area can benefit from a flow of tourists during this time of the year.

4.2. Our physical means for distributing

We’ve chosen several parameters in the terms and conditions of our truck: the eco-involvement, versatility in terms of producing, the surrounding attractiveness (polyvalency).

4.2.1. The parameters of our truck’s terms and conditions

a) The eco-responsibility

We are aiming at doing our utmost as far as the impact on the environment is concerned, in terms of producing and mobility. To reach that goal our truck is equipped with a hybrid engine type thanks to which the engine consumption can be reduced. We are working with fresh and labeled products and our suppliers are mainly local ones .Our employees are being trained in order to get the reflexes implying their awareness towards the environment, such as waste recycling and energy sparing (water, electricity, gas).

b) Polyvalency

We expect our producing area will be able to adapt itself to the types of planed production schemes according to the different daily situations or the events.

c) The surrounding attractiveness

Our support should be perceived by everybody and it should contribute towards our specific concept (see the communication section).

d) The communicating level

Our support should be able to communicate about our offer, our other sites, our local suppliers, indeed even being used as a means to communicate in exchange to the participating of other advertisers.

4.2.2. Presenting our truck

a) The inner model of our truck

It is presented *in the appendix 6* : it intends to put back the different necessary elements for our distributing zone by taking into account the requirements for optimizing the space, those for practicality and for respecting the hygiene standards.

b) About providing our truck with food

We've launched a comparative analysis about the different ways to provide our truck with it, the results of which are given *in the appendix 7*.

Finally we're going to choose a hybrid system, for it enables us in reaching our aim of responsibility while ensuring a sufficient autonomy for our event services.

c) The inner equipment of the truck

Details of it can be found *in the appendix 8*.

4.2.3. The logistics for the producing/distribution: our kitchen laboratory

a) Dissociation between the producing area and the marketing one

We have chosen to separate the two functions (marketing and distribution) to make easier the supplying and the deliveries (fixed address). Furthermore the setting up will be quicker and more efficient providing more space for storing goods.

The staff's working conditions will be satisfactory: in fact there will be a cloakroom and toilets which will enable to respect the HACCP regulations. To achieve that, we have been looking for premises and we've based our requirements on the following needs. Outdoor premises of the town centre so that the renting cost could be reduced and we have a place for parking the truck. Willing to respect the standards and the staff's comfort, our premises should be equipped with a cloakroom, toilets. To facilitate the work of the person in charge of the premises, there must be an office in the premises. We've chosen the 71 square meter large premises outside Limoges (10 minutes far away) which you can see below and the rent rises up to 550 €taxes.



Its main assets are the positive and negative cold rooms and its cupboard space, a washing up equipment and it also has a tiled floor which facilitate the washing. There's also an automatic hand wash machine. This place has been used as a laboratory by a caterer, the fittings of which correspond to the HACCP standards. Some saving up has been made possible thanks to this place as it is already partly equipped. Further adjustments will be undertaken to delimit the areas such as the toilets, the cloakroom and the head's office.

b) The fitting out and the equipment

The different elements making up our producing zone are presented *in the appendix 9*.

4.2.4. The respect of the hygiene

The main hygiene rules to be respected are *in the appendix 10*.

4.3. Our direct support for the distribution : the package

To reinforce the lasting and recycling aspect of our project, we suggest an edible cone offering WOK stuff : e.g a ice-cream cone will be made by ourselves. It will be flavoured according to the content. For the fried products, a recycled cardboard cone looks more appropriate, as well as a cardboard package for the box.

Quite obviously, well identified bins for recycling will be at the clients' disposal.

We are also planning to provide Bento type equipment in the left luggage office and we think it will favor more responsibility and stimulate our clients' loyalty.

The different packages being used are displayed *in the appendix 11*.

And obviously, our joint venture with Tica's, that will be describe later, offers us some of our packaging as the box and paper napkins.

4.4. Setting up a responsible uphill way

4.4.1. The principle

It will be important for us to work with implied products, by encouraging and motivating local producers, establishing a network together, in order to take part to the regional development and to reduce our carbon impact through close channels.

4.4.2. Our suppliers' address book

It is presented *in the appendix 12*.

V. THE COMMUNICATION ABOUT OUR OFFER

Our truck will be the first part of our communicating means.

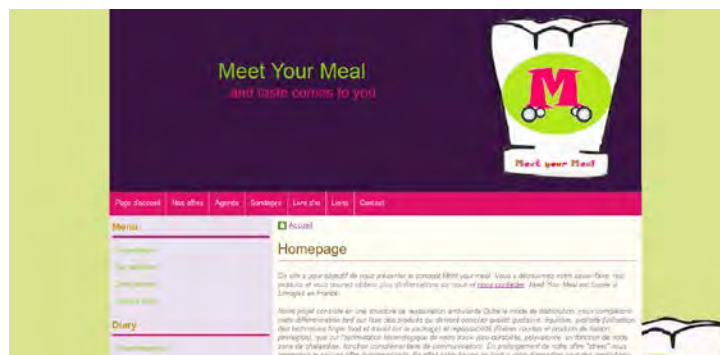
5.1. The surrounding dimension of our truck





5.2. The internet site

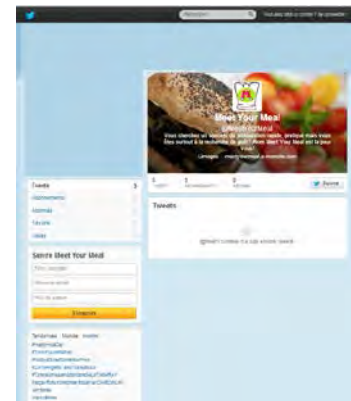
This immediate support will be completed with : <http://meetyourmeal.e-monsite.com/>



It will give information about the development of our offer and about our locations (complementary to our geolocalization module). Such a support provides users with the advantage of flexibility necessary to an offer which we hope to be stimulating and reactive, also necessary for an all around creation, interactivity, and for a quick paying off of the costs.

5.3. Viral marketing aids

This internet site will be relayed by a viral marketing support (page on face book and twitter account) which we find coherent with our concept, flexible and interactive as well with our clientele. We also propose a survey to permit us to have some idea about the trend and the desires of people and more precisely the foreigners, it is presented *in the enclosure 13*.



5.4. Other communication means

All these communication actions will be completed with:

- A communication by giving out leaflets in each zone.
- An opening event backed by local means.

VI. STUDY OF THE FINANCIAL FEASIBILITY

6.1. Forward looking activity

6.1.1 Hypothesises

Our forward looking activity is based on the piece of advice provided by the *Street Food in the Move* Association which enables us to rely on realistic hypothesizes. As far as the whole of the zones is concerned, we have been advised to consider a 3% of the entire zone flow according to an ISO time delimitation. This average picking up rate takes into account the “clients’ losses” which are closely related to the competitive offers, whether private or collective ones.(firm or school catering). They also depend upon the irregular presence of the students or teachers.

We think that in the inner city, the busy working clientele on Saturdays will be compensated by the leisure clientele. During the school holidays we’ll adopt a 2/3 coefficient in comparison with the normal flow of the leisure clientele During the school holidays we’ll adopt a coefficient of 2/3 considering the normal flow so that we can take into account even the least activity.

6.1.2. Calculating the projected turnover

Zone	Place de la république	Townhall/ library	Ester-technopole	La Borie
<i>Daily global flow</i>	3853	3250	2624	4056
<i>Flow taken into account 3% of the global one</i>	115	98	79	122
<i>Number of days of presence, except school holidays</i>	72	72	36	36
<i>Idem during school holidays</i>	96 (NB :Clientele flow estimated to 2/3of the usual flow)	/	/	/
<i>Global flow noticed in a year</i>	18840	7056	2844	4392
<i>Average ticket</i>	8	8	8	5
<i>Zone turnover</i>	150720	56448	22752	21960

<i>Yearly turnover First year</i>	251880+10400=262280		
<i>Yearly turnover second year</i>	Increase by 5%		275394
<i>Yearly turnover third year</i>	Increase by 7%		280640

The 10400 € correspond to the turnover linked with the events, estimated to one per week, that is to say 200 € x 52 weeks = 10400 €

6.2. Profitability line

It is reached for a turnover amounting to 185900 €

The justification of this calculation is presented *in the appendix 14*.

6.3. Financing the project

The need in working capital represents our minimum stock and our minimum funds. It is estimated at a total of 2410 € for the first year.

6.3.1. Financing plan

Financing plan			
Immobilization		Capital	
Intangible immobilizations		Capital	10000
Trading funds	0		
Physical immobilizations		Contribution from associate members on the current account	30000
Vehicle	30000		
Fitting up of the kitchen	10290		
Specific equipment	14300		
Financial immobilizations	0		
Total (active)	54590	Total (passive)	40000

Circulating credits (assets)		Debts	
Stocks	2000	Loans	17000
Claims	0	Suppliers debts	
Liquid assets	410	Social debts and taxes	
Total	2410	Total	17000
Total (active)	57000	Total (passive)	57000

The loan is low because the immobilizations are low. In fact we only have to buy the truck and fit it up. There is no need to buy any premises. The liquid assets are here to have an amount of money to start the day. The displayed stocks are the minimum necessary to ensure a good running of the business. The costs for the materials brought back for the day amounting to 170 €(61272: 365) have been voluntarily slightly exaggerated by us to keep a safety stock. The capital being brought amounts to 10000 €with personal assets as well as 30000 €given by investors, interested in the substantial profitability lever of our project, one of them being our partner TICA'S. Planning to buy a new truck perhaps, to increase our capital, we'll be able, thanks to our acquaintances, to increase our capital, avoiding that way to borrow some more money.

6.4. Projected result account

The appendix 15 and 16 presents it. We've tried to justify the most information, the yearly paying off is justified within the depreciation schedule.

We can notice the positive result as soon as the first year and a rising one over three years. The relatively low investment at the start from a fixed catering viewpoint makes us hope in an important lever of profitability.

VII. MEET OUR TEAM: ORGANIZING THE STAFF

7.1. The leading team

It's time now to introduce ourselves. First of all we've chosen to present the reasons which have encouraged us to participate in this adventure which is EBG. Then we'll present ourselves through two position cards in order to show how our team, certainly limited, seems

from our point of view complementary and to clarify our main tasks within the context of this study.

We've also chosen to present ourselves from a more personal angle because beyond blooming ourselves in our career guidance, blooming outside is also necessary.

7.1.2. A limited leading but complementary team

In *the appendix 17* we've tried to show our complementary action during our school career (we are both students in BTS "hotel management and catering", but in two different branches and also through our professional experiences and our personality too. We're also showing how this complementary action translated itself at the level of the sharing of our work within the scope of this report and this let us guess how we could share our responsibilities once applied in real professional conditions.

7.1.3. An extended team: managing also means knowing how to surround oneself with colleagues.

This project is also a class project, some of our classmates (CORALIE, CAROLINE, ELINE) helped us for the project bringing their knowledge on a particular point or helping us on more operational missions.

7.1.4. A godfather to accompany us

We found useful to be accompanied by a professional tutor in order to carry our project successfully with a real concern for realism.

We have naturally appealed to BENOÎT LAVALLADE for several reasons:

As an event caterer in his firm, "PIC UP", he develops an activity with common points to ours at different levels:

- As regards the constraints because of the dissociation between the production zones and the distribution ones.
- About the concept as it deals with a catering service answering the client's demand.
- The closeness with our factual aims is particularly important.
- The firm is going on well despite the difficult economic and social context which is a proof of BENOÎT'S managing skills.
- Finally, he is a former student from Jean Monet and the idea of passing on his experience seemed to us quite meaningful in this scope.

7.2. Organizing work in a forward looking way within the scope of "Meat Your Meal"

As we chose to start with a test period with our truck the wage bill will be therefore reduced. We've decided a minimum objective of two persons in the truck for each service in order to answer the client's expectations in terms of quality and quickness. To respect the two weekly days off, we'll employ three salaried employees at full time. For the events, extra workers will come for help.

The appendix 18 specifies the amount of planned work and the forward looking schedule for the different contributors.

According to the events in the diary, the schedule in the appendix can change to satisfy the demand. The third salaried person will be the manager of "Meet your Meal". He will, as

an example, be in charge of the usual functional tasks such as the everyday managing, the commercial dynamics.

The employees carrying off the operational tasks should be polyvalent and experienced or have a diploma specialized in catering. The training of the recruited persons will be carried on by the manager.

VIII. PROSPECTS FOR OUR PROJECT IN A LOGIC OF EUROPEAN DEVELOPMENT

8.1. The opportunities linked with the flexibility of our concept

Our concept has the particularity to be adaptable and that seems for us to be a real opportunity in the view of a project of European development at different levels:

- Our starting development is modest, in particular when referring to the standards of “fixed catering”, which enables us to foresee a duplication of the structures in order to benefit from all the opportunities on the market.
- We can also adjust our presence after a probationary period according to the answer of the market.
- The rest of the commercial offer can also be adjusted with the local specificities of the concerned market as regards either the offer for products or the practice of prices.

8.2. Itinerant activity, a universal concept encouraging sharing over the borders, whatever the social or cultural ones.

Our introductory taken out from the official report of Street Food, effectively shows how far our concept of “quality itinerant activity” is universal and motivated by exchanges and the opening, particularly by the means of:

- Being open-minded to the different ways of cooking in the world.
- Experiencing social share close to the itinerant structure.
- A motivating cooperation with the uphill channel.

OR (The extracts from the official report for Street Food on the Move (appendix) clearly shows the societal dimension of itinerant activity which conveys...)

8.3. A growth segment on the European Market

The market of the quality itinerant catering is starting in Europe and we can't get much info about it.

Without claiming a statistical reality, observing the development of that type of concept in most European countries shows us the importance of this market.

It is based upon today's heavy trend which seems to go over the borders:

- The will to control the average ticket.
- Seeking practical experience in the medium consumption.
- The wish to control lunch time.
- The preoccupation kept for gustative quality

- The undertaking of a perfect hygiene and the origin of the products to guarantee the food safety.
- The growing sensitivity for a responsible offer.

Pieces of information reveal the fact that the fast food industry and the take away food are expanding in France as in Europe. Let's quote a source from SIAL (inter professional food exhibition) which point out an increase by 52 % within five years for the take away food sector.

The latest generation of concept is clearly positioned at a quality level. We've chosen to position ourselves on that very crenel with a further will to really meet the client, which seems to us to be a strong added value as far as the usefulness and novelty are concerned. The appendix presents the questionnaire which has been joined on internet to all the participating teams to study the flexibility of our concept at an international scale.

8.4. Choosing Italy as a first step towards our European development

8.4.1. Why have we chosen Italy?

Several parameters lead us to plan an investment in Italy.

Our partner of Joint Venture TICA'S is Italian. Besides his know how in terms of sustainable development, he will bring us a precious help both for the study of the commercial feasibility on the Italian market and for the necessary adaptation of our offer as regards the specificities of the Italian market but he will also be helpful for us as a communication and prescription relay in that country.

The mild Italian weather in most of the country let us foresee a running of our business throughout the year. Life and meeting outdoors are very important for the Latin way of life and that seems to be an asset for our project.

In an economic situation a study from SIRHA reveals that in a global context of a reducing of the expenditure, those for catering in Italy are still increasing, reaching 0.3 % in growth during the laps of time between 2007 and 2011. Whereas for the European area, the decrease has been by minus 0.8 %. Even in the case of an inversion of trend, our concept makes possible the mastering of the suggested ticket and according to us this idea is attractive in the context of a crisis. There are several towns in Italy which are big enough and which are going to help us finding our mixed clientele composed of the working customers, the students and the tourists.

The Italian food-processing industry is rich and miscellaneous, including AOC and AOP and it will be possible for us to work in short branches (SIRHA source in the appendix) seeking responsibility.

The association "Street Food in the Move" told us about a few concluding experiences on the Italian market.

The web site "streetit.com" gives an overview about several initiatives undertaken in Italy.

8.4.2. A first testing experience in Bologna

Several elements lead us to consider this first experience in Bologna:

- It's a well known town for our Joint-venture partner from TICA'S, who has confirmed being interested in it. See appendix, presenting TICA'S answer. it represents in fact the main town in the region Emilie Romagna, the richest one in Italy.

- This town gathers several assets:
- It has an interesting size (350000 inhabitants).
- It gathers a varied mixed clientele (students/active/tourists) which is appealing for our activity.
 - It is famous for its old university and it attracts an important population of students which is our main target.
- The town is also well known for its economic dynamism: it has developed in particular a network of innovating medium-sized businesses, in the field of packaging as an example. It is also the cradle of famous firms in the automotive industry, such as Ducati, Lamborghini. The town has got one of the biggest exhibition centre in Europe.
- finally the town itself is an important cultural and touristic centre because of its history and its lovely monuments.

There's also a real "gastronomic capital" in that town, nicknamed "la GRASSA" for its excellent cooking know how. Moreover, the region is rich in food processing resources. We expect a turning implantation (as in Limoges) for enabling us to attract the whole of our mixed clientele (students, working people, tourists)

8.5. Beyond that...developing a cursor product "soups" for "Meet your Meal" at a European scale

The product "soups" sounds promising from a wider European development viewpoint.

In fact:

- It's a very flexible product which may correspond to different consumption uses and habits: a warm and cold product, salty or sweet, with different degrees of consistency, unlimited in terms of combination of products.
- It can be adapted to different levels of the average ticket.
- it can adapt to the local branches.
- With an adapted conditioning it is compatible with an itinerant consumption.
- It's an international product, European, as the international "Soup Festival" in different French and European towns and the creation of the "Soup network" prove it.

In that way, it is indeed a "stand" product and a symbol of exchanges and social interaction.

The enclosure 19 provides an example of a possible list for the "soup" product at a European scale.

8.6. Our Joint –Venture contract

8.6.1. Why such a Joint-Venture with TICA’S ?

The signature with Joint-venture corresponds to several objectives:

- The firm proposes sustainable boxes which we are intending to use for our distribution packages.
- TICA’s is a partner which is located in the first target country of European development and it really represents a precious help for the commercial cooperation (already dealt with in § 8.4.1.) The firm is more precisely established in Ravenna in Emilie Romagna, close to Bologna.

8.6.2. Presenting the contract

TICA’S provides us with sustainable boxes in return for the price. Our agreement also relies on an exchange of services: we use the truck in bologna to communicate about the label. Their label will be seen on the whole of our communication supports (internet site, facebook...). In return, TICA’S ensures us with a commercial watch conformed to the regulations on the Italian market.

The appendix 20 and 21 presents the details of this contract which has been signed with TICA’S.

IX. CHOOSING A JURIDICIAL STRUCTURE

We have decided to register our business within the scope of a simplified joint-stock company.

This legal structure would allowed us to be partners, it permits to be one of several managers. The decisions will made collectively. We can have shareholders.

We have a civil and legal liability and the responsibility is limited to our personal gifts.

TO CONCLUDE ...

Living a new experience together

We are two students from Jean Monnet hotelkeeping and catering school in Limoges because we have chosen a future career in hotelkeeping and catering . We know each other well . For almost three years, our school and out of school everyday life has enabled us to figure out how we could make up a small group indeed but strong enough to face this adventure which is the European Business Game.

These three years have been an opportunity for us to make friends and therefore share moments which go well beyond our schooling. In addition to our school and professional complementarities, we will develop later on, this friendship seemed to be a main feature for us to start this adventure.

Learning differently

A timetable, hours dedicated to different subjects, the yearning to go further and to break the limits of these subjects, working on a project to set up a company was a perfect support.

Broadening the field of our experiences and meeting people

We have chosen to live one of our two training periods abroad with several objectives ; we wanted to increase our mastering of the language, put our adaptability to the test, discover other working cultures and ways of life.

The EBG enables us to further this experience : speaking English and, if we are chosen, having the opportunity to discover a unique destination away from classical tourist routes and to meet other young European people.

Preparing an entrepreneurs' future experience

Our sector, hotelkeeping and catering is suited to the creation of firms. We are deeply convinced that our professional future will sooner or later turn into the creation of a company because this experience seems to be a successful realization as much from a professional point of view as from a personal development's point of view.

We finish hereby the writing of our file. It is the result of an enriching experience as much from a personal point of view as from the point of view of the tuition received in our school put into practice.

We are satisfied with giving out the best of ourselves to complete this project as much as possible.

We hope we will be able to continue this experience by going to the Faroe Islands to stand up for our project which appears to be a unique opportunity to exchange with other young Europeans and to discover a unique place far from the usual tourist flows.

APPENDIX

Enclosure 1 : The Letter to the Mayor

Lord Mayor
Trade and craftsmanship department
BP 120
87031 Limoges Cedex 1

Dear Sir,

We are two second year students of Lycée Jean Monnet preparing an Hospitality HND, and we are taking part in the EBG (European Business Game) competition. Our project would be to create a fictitious mobile structure in Limoges, with local and seasonal products (Finger food and wok food) .

In order to produce and deliver our products, we will use a 4,50m long truck which has an autonomous water system(about 50 l) ; We will need an electric socket to supply power to our truck, about 5,5 Amp.

After an area survey, we have selected the following sites :

- Place de la République
- near the town hall, and the library
- La Borie university area
- Ester Technopole

We would like to work at lunchtime during the week.

- Place de la République (town centre area) on Saturdays and Tuesdays
- Library : on Mondays and Wednesdays
- La Borie : on Fridays except during school holidays
- Ester Technopole : on Thursdays.

We look forward to a positive answer.

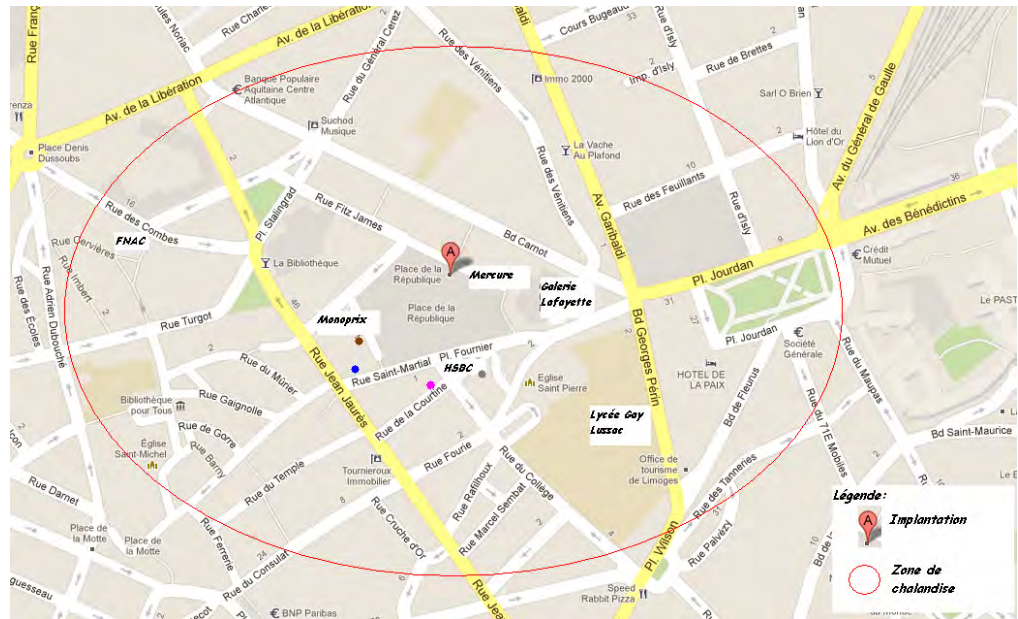
Best regards.

Two HND students

Enclosure 2 : specific details about the areas

a) THE CITY CENTRE AREA (Place de la Republique)

Map of the customer catchment area:



Légende :

• Paul bakery

• Columbus café

• Nooï

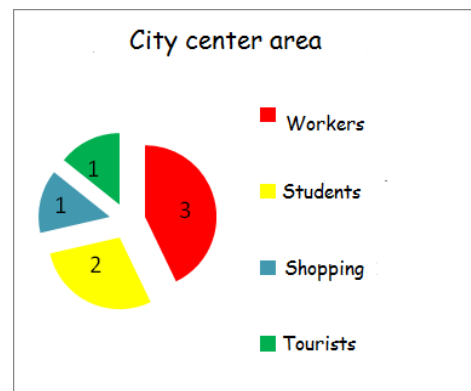
• Pavot



According to Google map it takes 5 minutes to go from the Place de la République to the Place Jourdan (400 metres). We have drawn a line which takes a large part of the demand and the competition.

ANALYSIS OF THE DEMAND

As we can see, the flow of clients is varied and we can find all the segments of clients (active people, students, shoppers, tourists) we have previously defined with more working people during the week and more shopping fans on Saturdays.



	Number of workers	Lunch voucher/price of a meal	Is there a restaurant in the company ?		Where do they eat?			Is there another room available to eat?	
			YES	NO	Brasserie	Lunch box	Take away	YES	NO
<i>FNAC</i>	70 workers	8€		×	×	×		×	
<i>HSBC</i>	18 workers	8,80€		×	×			×	
<i>Galeries Lafayette</i>	160 workers	5€		×	×		×		×
<i>Monoprix</i>	100 workers	5,30€		×		×	×	×	
<i>Mercure</i>	30 workers	*		×	×		×	×	
<i>Lycée Gay Lussac</i>	1633 pupils	3,45€	×						×
<i>CCI</i>	100 salariés								
<i>CNASEA</i>	600 salariés								
<i>Conseil Régional</i>	500 salariés								
<i>Area total</i>	3211								
<i>Extern Captation (20%)</i>	642								
<i>Guests flow total</i>	3853								

*financial compensation

We add 20% to the assessed flow because of the attractiveness of the area and due to the consideration of extra customers added to the primarily delineated area.

COMPETITIVE ANALYSIS

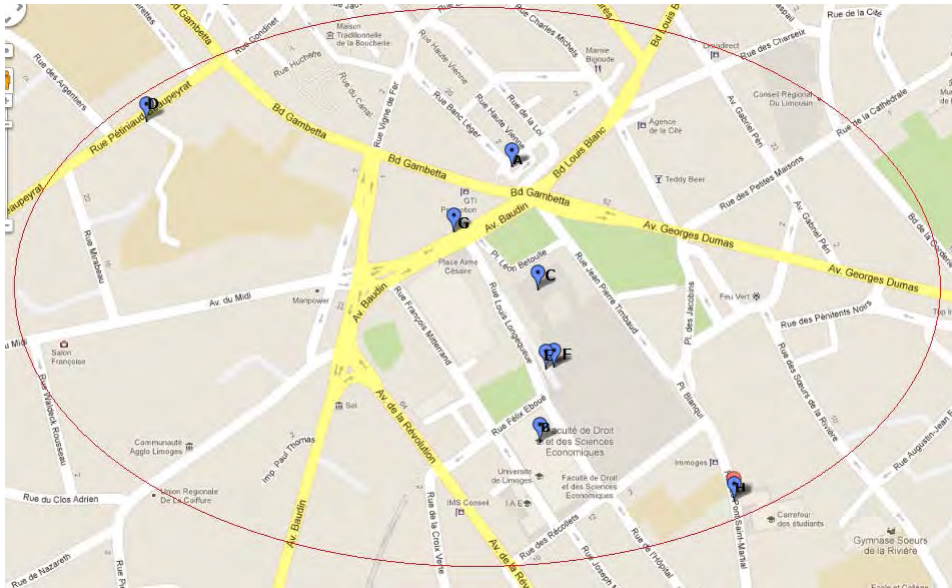
This area is characterized by a strong density and diversity of competitors.

Name of the competitor	Type of food	Average cost			Range of products	Opening hours	Number of clients per service
		Lunch	Dinner	Menu			LUNCH
<i>Pavot</i>	Take away or on site, tea-room, brasserie	10€		from 5,90€ to 13,40 €	today's special, cold and hot sandwiches, salads	08.00 am - 07.00 pm, everyday	200
<i>Nooi</i>	Take away or on site	from 6,50€ to 7€	7,50€	from 5,80€ to 10,40 €	pasta	11.00 am-03.00 pm 06.30 pm-08h30 pm, (closed on Mondays and Tuesday evenings)	from 50 to 120 a day
<i>Colombus café</i>	To-go or on site	5,15€			sweet and savoury menu	7.00 am-07.30 pm	from 220 to 280 trays a day
<i>Paul</i>	To-go or on site	4,50€			Sandwiches, quiches, cakes, paninis, salads, croissants and similar products	6.45 am-08.00 pm	

b) THE LIBRARY AREA

Representation of the catchment area :

Our catchment area will be delineated as a 5 minutes' walk around our settlement.



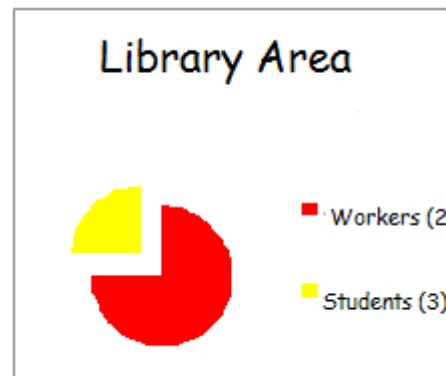
Caption :
A : Settlement of the truck
B : University
C : Townhall
D : Beaupeyrat
E : Library
F : Vertigo
G : Sandwich bar
H : UR Pyramid

Blue : competition poles
 Red : demand poles

ANALYSIS OF THE DEMAND

The clients' flow consists in the:

- Employees of the nearby town hall (they have a restaurant but not everybody goes there) and plenty of small businesses.
- Students from the university and pupils from a secondary school.
- Employees from the library



	Number of workers/students	Lunch voucher/price of a meal	Is there a restaurant in the company?		Where do they eat?			Is there another room available to eat?	
			YES	NO	student restaurant	Lunch Box	To-go food	YES	NO
Students / pupils	2600	5€		X	X		X		X
Administration town hall/library	450	10€		X	X	X		X	
teachers from the Law school	200	10€		X	X				X

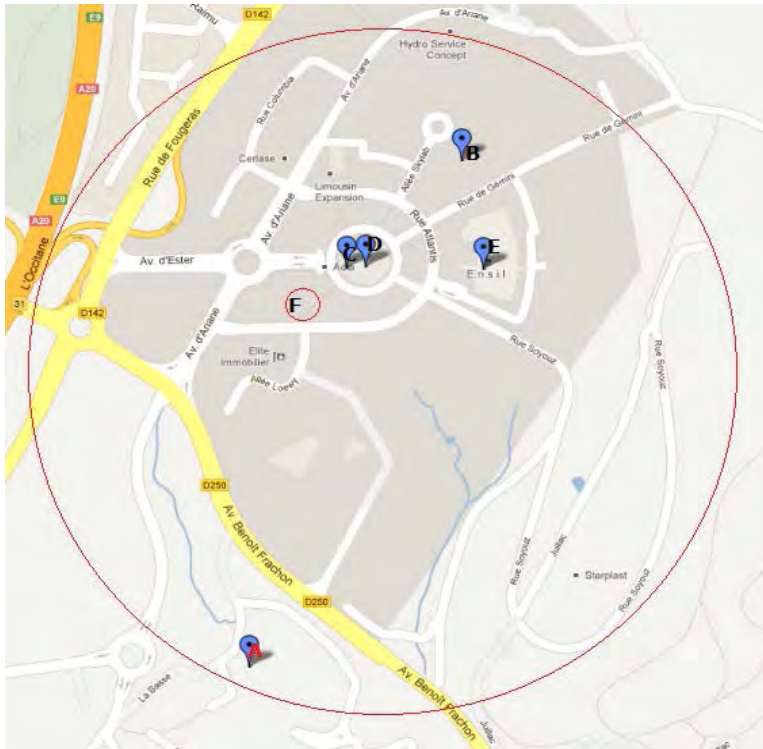
COMPETITIVE ANALYSIS

Name of the competitor	Type of food	Average cost		Range of products	Opening hours	Number of clients by service	
		LUNCH	DINNER			LUNCH	DINNER
Sodexo	contract catering	lunch only		very large choice of starters, main courses and desserts	Monday to Friday	lunch only	
Pyramid University Restaurant	Restaurant, cafétéria	3€		Today's special, pizzas, sandwiches, grilled food	Monday to Friday : 11.30-13.30 7.30-15.00	600	
Le Bar à sandwich	to-go or on site	5.8€		Wraps, sandwiches, salads, croissants or similar products, coffee, ...	Monday to Friday : 7.00-19.00 Saturday : 11.00-18.00	150	
Vertigo	on site	From 7.50€ à 19€		very large choice of starters, meat, fish and desserts	Monday : 12.00-18.00 Tuesday : 12.00-19.00 Wednesday : 10.00 – 19.00 Thursday to Saturday : 12.00 – 0.00	80	50

c) THE ESTER TECNOPOLE AREA

Map of the customer catchment area:

We choose to place our food truck on the car park which is big enough not to cause any trouble. As a result, we are in the centre of this area.

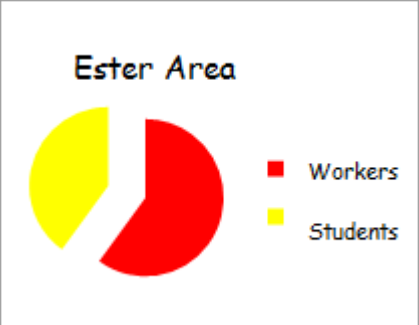


Caption :
A : Michard Brasserie
B : Ester University Restaurant
C : Company Restaurant
D : Coupole
E : ENSIL
F : Settlement area

Blue : competition poles
 Red : demand poles

ANALYSIS OF THE DEMAND

Most clients work in this area and we must also take into account the students who are there.



	Number of workers/students	Lunch voucher/price of a meal	Is there a restaurant in the company?		Where do they eat?			Is there another room available to eat?	
			YES	NO	Staff restaurant	Lunch Box	To-go food	YES	NO
Workers	1825	8€	x		X	X	X		X
Students	799	3ç€		X	RU		X		X

COMPETITIVE ANALYSIS

We consider the businesses in the area as direct competitors (the cafeteria and the student restaurant) but we are faster.
 The other competitors are located further away and you need a car.

We consider as direct competitors the establishments in the area, that is to say the cafeteria offer and the « school » offer considering our ‘time’ promise.

The « shopping center » and « Jean Monnet » offers seem less competitive from the point of view of this criteria owing to the relative distance and the need to take a vehicle.

Name of the competitor	Type of food	Average cost		Range of products	opening hours	number of clients by service
		LUNCH	DINNER			LUNCH
Staff restaurant	traditional food	8€		Salads, main course, dessert, grilled food, etc...	Monday to Friday : 11.30 – 14.00	130
Chez Michard	to-go or on site	De 8€ à 14€	Idem	Flammenkuch, bruschetta, etc...	Monday to Friday: 8.00 – 20.30	80
Student restaurant Ester	Restaurant	3€		Plat du jour, pizzas, sandwiches, grillades	Monday to Friday: 11.30 – 13.30	260
Jean Monnet	Brasserie and traditional food	7€ à 11€		full menu, and shorter formula	Monday to Friday: 12.15 – 14.00	50-60

THE STUDENT RESTAURANT IN ESTER

It is the only catering place for the students who live in this area. The others are quite far.

A lot of employees have lunch at home or in other shopping centres nearby because they find the offer a little too monotonous.

The university ENSIL restaurant is the only catering place for the students in the area.

The other university restaurants are far away.

As to people in employment, they often go back home or eat in the nearest shopping centre area catering places (Leclerc and Cora). because the offer of their company restaurant is not varied enough.

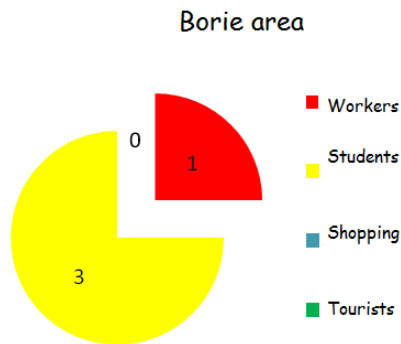
It is better for us to settle in the centre of la coupole car park, which will allow us to catch the students of the technopole as well as the staff of the technopole.

d) ANALYSIS OF THE BORIE AREA

We define the limits of the customer catchment area within a radius of a 5 minutes' walk around our site.

ANALYSIS OF THE DEMAND

As we can see, La Borie university restaurant caters for two study places which are the scientific campus of La Borie (IUT) and the campus of La Borie Science and Technique university (ENSCI), as well as the CROUS which is scattered into 3 poles.



Contrary to the other zones, we are on an area composed of a single customers' segment, the students of the campus (even if we find customers in employment like teachers and administrative staff).

The customers' potential can be assessed as follows :

	number of workers /students	price of a meal	Is there a restaurant in the company?		Where do they eat?			Is there another room available to eat?	
			YES	NO	Student restaurant	Lunch box	To-go food	YES	NO
Students/pupils	4041*	8€		×	×		×		×
CROUS accomodation	476	8€		×	×	×		×	
Administration CROUS	18	10€		×	×	×			×

COMPETITIVE ANALYSIS

Name of competitor (firm + proprietor)	Type of food	Average cost		Range of products	Opening hours
		MIDDAY	EVENING		
La Borie University restaurant	Restaurant, trattoria, cafétéria, on site	De 3€à 4€	De 3€à 4€	Grilled food, kebab, pasta, sandwiches, croissants and similar products, pizzas, breakfast	Monday to Friday 7.30-17.00 11.30-13.30 11.30-13.30 18.30-20.30
Camille Guérin University restaurant	Restaurant, cafeteria or take away, on site	3€	3€	The day's special, grilled food, pizzas, salad bar	Monday to Friday 11.30-13.30 18.45-20.00 12.00-14.00
Pyramide University restaurant	Restaurant, cafeteria, on site	3€		The day's special, pizzas, sandwiches, grilled food	Monday to Friday : 11.30-13.30 7.30-15.00
Litterature university cafeteria	to-go or on site	From 2.90€à 3€		Salads, sandwiches, savoury tarts , quiches, pizzas, croissants and similar products	Monday to Thursday : 7.50-17.00 Friday : 7.30-16.00
Hyper U Cognac	to-go	From 8,50€to 10€		large range of products	Monday to Saturday : 9.00-20.00

Enclosure 3 : our menus

SUMMER

WOK	
Sunshine Wok	Shredded pepper, tomatoes, onions, courgettes, garlic and bacon
"Marinière" Wok	Chinese noodles, marinières mussels
Fish Wok	Whiting, broad beans, leeks, tomatoes
Freshness Wok	Duck aigillettes, melon, mint, balsamic vinegar

Street Food	
Slices of bread	Tomatoes, mozzarella, chopped basil Parma ham, melon and Port reduction
Burger	Smoked salmon, dried tomatoes, pine kernels, light cream with lemon, chives, boiled potatoes, salad and pickled onions
Tartlet	Trout, leeks, fresh goat cheese
Asian style	Spring rolls, mixed salad, soya sauce
Cornet of chips	Kadaïf king prawns, fresh chopped herbs and carrot crisps Beef fingers with citronella and coriander, white sauce and home made chips
Box	Vitello Tonato veal and pasta

DESSERTS	
Muffin	Chestnut and dark chocolate
Cheesecake	White chocolate and red berry coulis
Crumble	Apple and rhubarb
Freshness dessert	Pears, dates, prunes and nuts

AUTUMN

WOK	
From Limousin	Apples, chestnuts, potatoes, black pudding
Veg'	Turnips, licks, cauliflower, carrots, beetroot, nuts, hazelnuts
Duck	Duck aigillettes, potatoes, mushrooms, leeks, cream
Indian Summer	Coco milk turkey, rice, pineapple

Street Food	
Slices of bread	Black pudding, caramelized apples Fresh pear, roquefort cheese, nuts
Burger	Knuckle of pork with purple mustard from Brive, potatoes
Tartlet	Duck confit, sautéés potatoes
Asian style	Nems of beef tongue, mixed salad, spicy sauce
Cornet of chips	Camembert covered with breadcrumbs, cranberry marmelade, mixed salad Chicken aiguillettes covered with breadcrumbs, homemade chips
Box	Chitterling parmentier

DESSERTS	
Muffin	Chestnut, and black chocolate
Cheesecake	White chocolate and red berries coulis
Crumble	Apple and rhubarb
Freshness dessert	Pear, dates, prunes and nuts

WINTER

WOK	
Country style wok	Thinly sliced pork, black radish, turnip, celery
Beef wok	Thinly sliced beef, cabbage, onions, carrots, sesame oil and seeds
Slightly acid wok	Thinly sliced duck, orange glazed turnips
Alsacian wok	Pork fillet, spätzle, Michard beer sauce

STREET FOOD	
Slices of bread	Roastbeef, Boursin Potatoes, reblochon cheese, smoked breast of pork, cream
Burger	Salmon, fennel, dill cream, bed of iceberg salad
Tartlet	Roquefort, goatcheese, camembert
Asian	Nems of beef tongue, mixed salad, spicy sauce
Cornets of chips	Fish fingers coated in breadcrumbs, cocktail sauce and homemade chips Prawn fritters and mixed salad (salad, soya, cabbage, mint)
Box	Pumpkin and potato mash, shredded duck

DESSERTS	
Freshness dessert	Plain grapefruit salad
Brownie	Dark chocolate and pecan nuts
Chocolate bar	Banana/caramel
Cheesecake	Spéculos / clementine

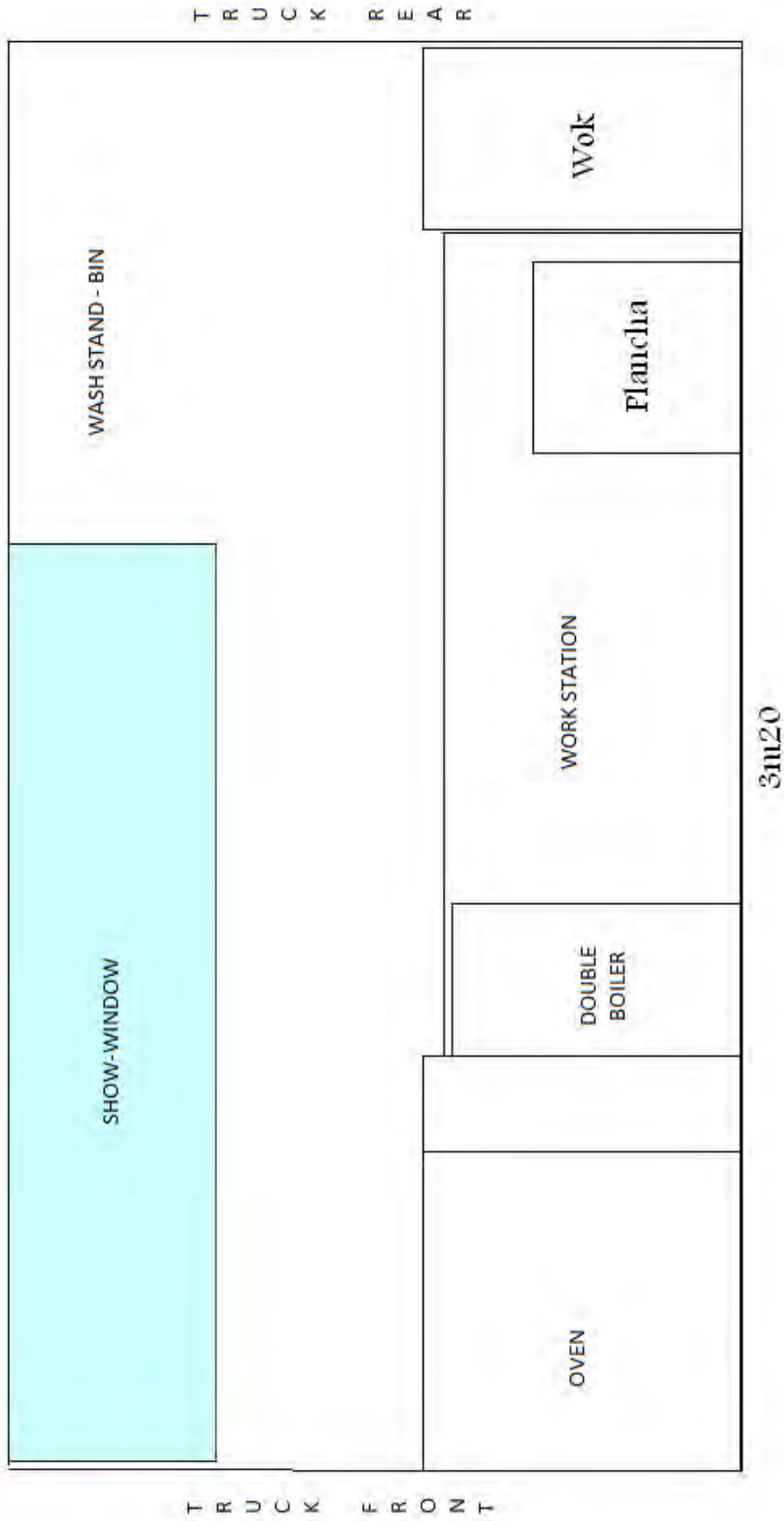
Enclosure 4 : The children's dessert menu

Children's event order (afternoon break, birthday party...) And sweet offer for receptions/ Garden parties Sweet offer suggesting colourful greedy products	
<i>Cupcake</i>	<ul style="list-style-type: none"> - Dark chocolate with a melting heart of cherry - Dark chocolate with a runny heart of raspberry - Pistachio and caramel crunchy chips
<i>Popcake</i>	<ul style="list-style-type: none"> - Yoghurt cake ball, crystallized strawberry heart and dark chocolate coating - Chocolate crunchy cake, vanilla light cream and Tagada strawberry chips - Sponge with a taste of peanut and caramel cream with a milk chocolate and peanut chip coating
<i>Cookies</i>	<ul style="list-style-type: none"> - With three chocolates - Dark chocolate and caramel - Hazelnut and Nutella spread
<i>Pancakes</i>	<ul style="list-style-type: none"> - Nutella spread -Spéculos cream - Chantilly cream - Sugar - Honey - Jam (strawberry, apricot) - Banana and dark chocolate - Caramelized apples and salty caramel
<i>Waffles</i>	The same as for pancakes
<i>Candy floss</i>	Taste : <ul style="list-style-type: none"> - Strawberry - Cherry - Blackberry - Banana - Vanilla - Chewing-gum - Coke
<i>Smoothies</i>	<ul style="list-style-type: none"> - Yoghurt, strawberry, raspberry, orange, sugar - Apple, pear, vanilla, honey, milk - Milk, banana, cinnamon - Pineapple, carrot, orange -Coco milk, grapefruit, sugar, orange - Apricot, peach, orange, liche
<i>Kebabs</i>	<ul style="list-style-type: none"> - Fresh fruit kebab - Sweet kebab - Dried fruit kebab
<i>Chocolate coated sweets</i>	<ul style="list-style-type: none"> - Heart of coconut, milk chocolate coating - Heart of passion fruit, dark chocolate coating - Heart of cherry, white chocolate coating - Heart of apricot, dark chocolate coating
<i>Chocolate fountain</i>	<ul style="list-style-type: none"> - With sweets - With fruit

Enclosure 5 : Event menu for an evening cocktail buffet or other

Event offer : selection of finger food Posh offer with a higher material cost	
Balls coated in breadcrumbs	<ul style="list-style-type: none"> - Mozzarella - Goatcheese / cherry heart -Mexican style spicy beef (hot pepper, green pepper) - Indian style turkey
Tartlets	<ul style="list-style-type: none"> - Trout and leek fondue - Cantal tatin - Pear and roquefort - Scallops and chicory
Slices of bread	<ul style="list-style-type: none"> - Beef carpaccio - Tomatoes/mozzarella/basil - Salmon duo with lemon and chives - Green asparagus and gratinated comté cheese
Burgers	<ul style="list-style-type: none"> - Traditional burger - Foie gras burger/pickled onions - Lobster burger/homemade mayonnaise -Pickled vegetable burger (peppers, onions, carrots, turnips)
Spoonfuls	<ul style="list-style-type: none"> - Scallop tartare and mango dices - Salmon tartare with fine herbs and lime - Guacamole and prawns - Stewed apple and black pudding
Toasts	<ul style="list-style-type: none"> - Foie gras and fig - Smoked salmon and light cream - Fresh cheese, dried fruit and mill pepper - Chopped tomatoes and tripes from Limousin
Kebabs	<ul style="list-style-type: none"> - Calamary, artichoke, crystallized tomato - Beef, crystallized new potato, onion ring - Peking duck, glazed carrot, glazed turnip - Grilled vegetable dices

Enclosure 6 : synthetic view of the truck







Enclosure 7: Comparative study for the food truck supply


Possible choices	How does it work?	Advantages (financial, ecological and feasibility)	Disadvantages
Electricity	Recharging with battery.	<u>Ecological</u> : No carbon dioxide emission, electricity is a clean and renewable energy.	<u>Technical</u> : Not enough powerful for our truck. Lack of feasibility.
Bio fuel (or agro fuel)	Obtained from oil and derived products, such as biodiesel; Or alcohol, from sugars, starch, cellulose or hydrolyzed lignite (bio ethanol). It is mixed with petrol or diesel.	<u>Ecological</u> : reduction of greenhouse gas emission, answer to the depletion of fossil energies. <u>Financial</u> : reduction of fuel price (we use less).	<u>Environmental and social</u> : Monopolization of the earth resources. <u>Economic</u> : You need 30% more bio fuel than when using oil, profitable only if the price per oil barrel does not exceed 75 dollars.
Biogas	Obtained from animal or organic materials fermentation, it is used as a vehicle green fuel.	<u>Ecological</u> : reduces carbon dioxide emissions	<u>Technical</u> : Necessity to collect the waste such as compost from the population and to have it transformed by a recovery organic waste unit.
Hybrid system	Hybrid means that the vehicle has two engines (thermal and electric).	<u>Economic</u> : the fuel consumption is reduced. <u>Technical</u> : the vehicle is autonomous, relay between the thermal engine and the batteries.	<u>Economic</u> : the vehicle purchase price is high. <u>Technical</u> : useful in the city, less efficient on motorways and in case of very cold weather (the electric engine has less work to do).

Enclosure 8 : Truck equipment

Selected materials	Justification
<p><u>Bain marie</u></p> <ul style="list-style-type: none"> -Size 335*630*245 -Power 1200W -Voltage 2430V -Weight 15kg -Electric supply -Price 153 € HT 	<p>The double boiler ensures optimized temperature to the wok preparation.</p>
<p><u>Wok</u></p> <ul style="list-style-type: none"> -Size 700*400*1040 -Electric supply -Price 2444 € TTC 	<p>Essential to achieve our purpose.</p>
<p><u>Combined steamer</u></p> <ul style="list-style-type: none"> -Size 700*695*620 -Voltage 230/400V -5 levels -Conventional + steam -Price 1066 € HT 	<p>Used for crispy finger-food. To ensure optimized temperature and for cooking.</p>
<p><u>2 refrigerated tables</u></p> <ul style="list-style-type: none"> =>Size 1795*600*850 -Weight 122kg -Voltage 230V -3 doors -Price 1123 € =>Size 900*700*850 -Weight 70kg -Voltage 230V -2 doors -Price 637 € HT 	<p>Allows to keep food in a cool place and to work on the top tables.</p>

Enclosure 9 : Equipment and arrangement of the space

<p>Oven</p> 	<p>Size : 700 x 695 x 620 Weight : 55kg Voltage : 230/400 V 5 levels Conventional + steam Price : 1066€HT</p>	<p>We choose this oven because it cooks food with steam (which does not dry the products). Moreover, it has a big capacity.</p>
<p>Worktop</p> 	<p>Size : 304 depth 700 mm Reinforced worktop with adjustable legs. Price : 287€</p>	<p>Necessary to achieve the setting up and the finishing.</p>
<p>Cleaning unit</p> 	<p>-20 metres hose -5litres stainless steel container support -Shock-proof spray gun -Anti-pollution valve with double safety devices (NF label) Price : 271€</p>	<p>We need two units to clean the surface of the kitchen and the cold rooms. One of them will be fixed in order to clean the truck.</p>
<p>Bin</p> 	<p>-90litres bin -Large opening (W.360 X H. 300 mm). - Large and non-slip pedal. - Dim. (Mm): H. 895 X W. 510 X D. 510. Price : 99€</p>	<p>The purchase of two bins will be necessary.</p>
<p>Stoves</p>	<p>-2 burners -Power:31.3 kilowatt -Ext size : 1200 x 700 x 900 mm -Weight : 183 KG 3 068,43 €HT</p>	<p>We need two stoves to cook our products. The six burners will enable several cooking simultaneously.</p>

		
<p>Stoves</p>	<ul style="list-style-type: none"> -4 burners -Total power 35.8 kilowatt -Size : 1200 x 700 x 900 mm -Weight : 168 KG <p>2 715,95 €HT</p>	
<p>Cooler</p> 	<ul style="list-style-type: none"> -5 levels -Combined cooler GN1/1 and 600x400mm -Power 1x230V-50Hz -1050 Watts -Cooling +90/+3°C (90min) 15kg -Quick freezing +90/-18°C (240min) 9kg -Size: 800x780xH900mm <p>Price : 2590€</p>	<p>A cooler will allow us to stock the products we want to conserve.</p>
<p>Extractor hood</p> 	<ul style="list-style-type: none"> - 4x "Vortex Line" labyrinth filters -Engine with central position placed vertically 230V/1 -Stainless steel labyrinth grease filter -Peripheral drip channel to collect old greases fitted with a drain valve -High temperature TL light (wet room type IP65) -Three-position speed control switch, 5 recessed lamp on the front panel -Size : (LxBxH) 2500x900xh450 Kg 53 M³ 1,37 l <p>Price : 192,00 €HT</p>	<p>This equipment will extract the steam and smokes from our operating space.</p>

Enclosure 10: Hygiene respect

To have the approval of the Veterinary Services Department (Direction des Services Vétérinaires) we must send this Committee a written request asking for approval explaining the characteristics of our project (equipment of the truck, kitchen, and laboratory). Then they will fix an appointment to inspect our mean of transport, and make sure that it complies with the sanitary standards.

These standards are stipulated both in the bylaw dated 9 May 1995 on the hygiene of food directly delivered to the consumer, and in the bylaw dated 20 July 1998 on the technical and hygienic conditions applying to food transport. In practice, the standards we will have to follow will depend on the delivered foodstuffs.

Although our delivery mean is a vehicle, it has to be equipped as a minimum of a contactless wash hand basin, enabling the staff to wash hands regularly during service. Besides, *“the surfaces in contact with food, including selling bars, stalls and worktops must be well-kept, easy to clean and to disinfect. They must be maintained in a permanent state of cleanliness and must be designed in smooth materials”* (article 23 from the bylaw dated 9 May 1995).




It must contain a sufficient quantity of drinking water and a refrigerating installation to keep the culinary preparations. Moreover, the inspections from the Veterinary Services and from the General Directorate for Fair Trading, Consumer Affairs and Fraud Control (DGCCRF) are frequent regarding food freshness standards, hygiene and healthiness. That’s why we must be very strict concerning food storage, transport and packing.

Call to the Town Hall Hygiene Department:

“Anything related to hygiene matters refers to the HACCP (Hazard Analysis Critical Control Point) method. The standards for a food truck are very similar to a restaurant’s”.

In the laboratory kitchen, a positive and negative cold room will be necessary for the storage. Meat, vegetables, eggs, butter, dairy products will be separated.

Enclosure 11: Packaging

<p>Bread cornets</p> 	<p>Supplier: Janes services</p>
<p>Cardboard Wok box with square crossing closure</p>	<ul style="list-style-type: none"> • Good insulation, secure grip • Fast and safe closing due to the square crossing closure system • Original: white box customizable with the logo <p>Made in cardboard Package of 500 units Supplier: RAJA (Packing leader).</p>
<p>Finger food box</p> 	<ul style="list-style-type: none"> • Good insulation: keep the food warm • Resistant. <p>Made in corrugated micro flute board, grease-proof paper on the inside. Ribbed Kraft paper on the outside. Package of 400 units</p> <p>Supplier: RAJA (Packing leader).</p>
<p>Recycled cardboard bag</p> 	<p>High resistance matched flat handles 25x17 Package of 250 units</p> <p>Supplier: RAJA (Packing leader).</p>

Enclosure 12: Our suppliers

Local suppliers:

Butchers

- Boucherie Burgalières 10 avenue Prés Ramadier 87000 Limoges (Wholesale/ retail-wholesale)
- Laffont Eric 44 avenue Mar de Lattre de Tassigny 87000 Limoges
- Pascal VALADEAU 1, les Vergnes 23290 St Etienne de Fursac
- Yannick Vitet, les halles 87000 Limoges

Fishmongers

- Faucher Jean-Roger 10 av. du Général Leclerc 87000 Limoges (Retail and wholesale)
- Hall'Océan 84 av. Garibaldi 87000 Limoges
- Ribet Beyrand 7 place de la Motte (Wholesale for professionals)

Greengrocers


- Darcy Frères 12 rue Berthie Albrecht 87000 Limoges (Wholesale / Head office in Limoges)
- Limoges Primeurs rue des frères bonneff 87100 Limoges (Wholesale)
- Limoges Primeurs Monreal Provence 87100 Limoges (Wholesale / Head office in Limoges)

Grocers (Local products are not compulsory)

- SARL Du Bac Primeur 8 rue Theodore BAC 87 100 Limoges (groceries)
- Métro 2 av. de l'abattoir 87000 Limoges (national)
- Promocash rue Nicolas Appert 87000 Limoges (national)
- Alltra distribution 7 rd-pt Margaine 87000 Limoges (Head office in Limoges)

Saveur fermière: 10 rue de la Céramique or 38 rue de la Mauvendière (co-operative store based on local fairtrade)

Enclosure 13 : Survey Meet Your Meal



Create your own
FREE ONLINE SURVEY

"Meet Your Meal ... and taste comes to you" Food truck survey

We are a team of students from Lycée Jean Monnet in France. We take part in the European business Game and we would be grateful if you could take few minutes to complete our survey. Our project is a food truck which sends organic and local products. We use to distributed our street food in recycled boxes and paper napkins. Our leitmotiv is : green attitude.

Do you know the concept of "food truck"?

Yes
 No

remove answer

Have you got some in your country ?

Yes, I have already seen one of these
 Yes, the concept is in development
 Yes, this is really trendy
 No

Do you know a very famous food truck in your country like in France "Le Camion qui Fume" ?

Yes
 No

remove answer

Have you already eaten in a food truck ?

Yes
 No

remove answer

If yes, how many times?

Once, sometimes

Charity fair / street party

And please, where do you from ?

Ireland
 England
 Scotland
 France
 Germany
 Italy
 Spain
 Other

remove answer

Thank you to have answer the survey. If you have one, we will be pleased to answer !

See you ... 😊

Elise et Maeva
Team Meet Your Meal , France

[Finish Survey](#)

Enclosure 14: Calculation of the breakeven point

BREAKEVEN POINT	
1. Turnover	262280
2. Purchase of goods (goods +/- changes in stocks)	83930
3. Other variable expenses (28721 + 1080)	40022
4. Total variable expenses (2 + 3)	123952
5. Margin on variable costs (1-4)	138328
6. Margin rate on variable costs (5/1)	0.53
7. Fixed costs (6600 + 88045 + 5400)	98045
	185900
Breakeven point = fixed costs / margin rate on variable costs	

Enclosure 15: Redemption schedule

REDEMPTION SCHEDULE				
Capital owed Beginning of period	Interest	Redemption	Yearly payment	Remaining capital End of period
17000	680	3400	4080	13600
13600	544	3400	3944	10200
10200	408	3400	3808	6800
6800	272	3400	3672	3400
3400	136	3400	3536	0

Loan of 17000 €
 Repayable on 5 years
 At a yearly rate of 4%

Enclosure 16: Estimated profit and loss account

ESTIMATED PROFIT AND LOSS ACCOUNT	N	N + 1	N + 2
= Turnover	262280	275394	280640
Operating subsidies	0	0	0
1 = Consumed purchases (32% of the turnover)	83930	88126	89805
2 = External costs (rents)	6600	6600	6600
B = Added value: A - (1+2) + operating subsidies	171750	180668	184235
3 = Taxes and contributions (15% of the turnover)	39342	41309	42096
4 = Payroll expenses	88045	88045	88045
C = Trading profit: B - (3+4)	44363	51314	54094
5 = Depreciation allowance and appropriation to the reserves	3400	3400	3400
D = Trading result: C - 5	40283	47370	50286
6 = Investment income	0	0	0
7 = Financial expenses	680	544	408
E = Profit before taxation: D + 6 - 7	40283	47370	50286
8 = Corporate tax	13294	15632	16594
F = Final profit: E - 8	26990	31738	33692
G = Cash flow: F + 5	30390	35138	37092

Consumed purchases:

The consumed purchases account for 32% of the turnover, with reference to the ratio usually observed in the trade.

Overheads:

- About 15% of the turnover (details mentioned when available):
- For "bento boxes" $18684 \times 0.5 = 9342 \text{ €}$
- For paper napkins : $(18684 \times 0.90)/20 = 9342\text{€}$
- Mileage expenses (about 20km/day, 6 days/week + events) i.e. 6240km/year (Hybrid consumption: about 3.5L/100km or 178L) i.e. 252€
- Cost of rental space (3€7 per half day, plus 6€ for water and electricity i.e. 9€7) i.e. $9.57 \text{ €} \times 6 \text{ d} \times 52 \text{ weeks} = 3482\text{€}$

Payroll expenses:

- 3 employees paid the index-linked minimum growth wage on the basis of 39 hours per week.
- 5 weeks of paid holidays : $52 \times 39 = 2028$ hours per year per employee (including paid holidays)
- $2028 \times 9,43 \times 3 = 57372\text{€}$ for the wages
- 5 weeks of paid holidays, i.e. 195 hours $\times 3$ employees = 585 h
- Hiring of a 4th employee to ensure the business during paid holidays with staff turnover : $585 \text{ h} \times 9,43 \text{ €} = 5517 \text{ €}$
- Payroll taxes depend on the Articles of the company, but they account for about 40% of payroll expenses.

Total payroll expenses: $(57372 + 5517) \times 1,4 = 88045 \text{ €}$

We find a final result that represents about 11% of the turnover. It is higher than the normal turnover in the sector which is about 3%.

Enclosure 17 : About us

Elise “The Business Girl“
Qualification: Marketing and Hotel Management BTS (Higher Technical Diploma)
Professional experience, missions, practical skills.... EZE La Chèvre d’Or: Adaptability to luxury requirements, in terms of know-how and good manners, in charge of an international tourism clientele, stress resistance MADRID Novotel Sanchinarro: Adaptability to a professional end personal international environment, use of specific lodging skills, in charge of a Spanish business clientele
Predilection fields for the EBG report: Sector scan and research of innovative axes Study of the project feasibility on French and European markets. Selection of a global competitive positioning. Specific study on prices and communication supports. Study of the financial feasibility. Legal dimension.
Distinctive strengths: global skills in management tools, self-assertion to negotiate and to communicate.
Get to know us better, beyond the professional: I’m sportive and I collect the earrings...

Maeva “the tightrope walker”: halfway between creativity and realism-responsibility
Qualification: Cooking and catering industry Arts BTS (Higher Technical Diploma)
Professional experience, missions, practical skills.... Ile de Wight “Le Priory Bay”: adaptability to a professional and personal international environment, service operational skills... Monaco Le Métropole: Adaptability to luxury requirements, in terms of know-how and good manners, practical skills within an international referenced kitchen brigade, missions on sustainable development in production...
Distinctive strengths : creativity, practical knowledge, sensitive to responsible and sustainable development
Predilection fields for the EBG report: Sector scan and research of innovative axes Definition of a tasty product offer, both creative and realistic inclusive of the allowed cost and logistical constraints. Technological optimization of the truck Implementation of the production and marketing process: hygiene, sustainability-responsibility, technological performance. Prospecting a short chain upstream and local development. European feasibility-Joint-Venture
Get to know us better, beyond the professional: I play music and I love going through the mountains ...

Professional experience: thanks to our eight-month training periods, we improved our professionalism in operational situations and developed our work capacity and perseverance. We were selected to represent the Lycée Jean Monnet on two recommended placements (Le Métropole in Monaco and La Chèvre d’Or in Eze). Maeva decided to defend orally the issue of sustainable development in her training period report.

Enclosure 18: Work organization

a) Timetable

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
Employee 1	O	O	Off	O	O	O	Off
Employee 2	O	O	O	Off	O	O	Off
Employee 3	Off	G	O	O	G/E	G/E	Off

Legend: O: Operational tasks; G: Management tasks; E: Preparation of events.

b) Work schedule

Typical day for 2 employees assigned to operational tasks

Time	Tasks
8 ⇒10.45	Setting up in the main kitchen
10.30 ⇒10.45	Break
10.45 ⇒11.00	Preparation of the truck
11 ⇒11.30	15 minutes to go to the selling zone and 15 minutes to set up
11.30 ⇒14.00	Sale
14.00 ⇒14.15	Back to the main kitchen
14.15 ⇒14.45	Lunch (after service because we must leave the main production kitchen at 10.45 to be on the selling area at 11, thus no time for the staff to have lunch before service)
14.45 ⇒16.30	Tidying up, setting up for the next day and cleaning (kitchen and truck)

Enclosure 19 : List of european soups

Italy :

 Minestrone

Spain :

 Gaspacho

United Kingdom :

 Hotch Potch

Slovenia :

 Jota

Hungary :

 Barszcz (*betroot and mushroom raviols*)


Bulgaria :

 Tarator

Slovakia :

 Kapustnica

Czec Republic :

 National Soup (potato, mushroom)



TiCa s.r.l

Agreement

Enlosure 20

The undersigned **Maeva Vergnaud and Elise Pinel**, Presidents of the Company **Meet Your Meal SAS**, accepts the following points of our contract for the agreement with our company. By signing this contract will take the responsibilities that follow and will have personal agreements with our company.

- **Meet Your Meal SAS** will enter into cooperation with **TiCa S.r.L** about distribution and promotion of your products.
- **TiCa S.r.L** will have promotions for **Meet Your Meal SAS** product in order to increase the sales of Your company's name's product in Italy and **TiCa S.r.L** product as well in **FRANCE**.
- **TiCa S.r.L** will promote **Meet Your Meal SAS** on selected advertising media and **Meet Your Meal SAS** will promote **TiCa S.r.L** as well on selected advertising media.
- **TiCa S.r.L** will undertake market research in Italy on behalf of **Meet Your Meal SAS**, and **Meet Your Meal SAS** will undertake market research in **FRANCE** on behalf of **TiCa S.r.L**.
- This contract will be in act for three years and we will hold quarterly meetings to discuss progress and possible improvements to our **TiCa Agreement**.
- **TiCa S.r.L** will promote a campaign for **Meet Your Meal SAS** product composed by **Meet Your Meal SAS** in Italy and **Meet Your Meal SAS** will as well promote a campaign for **TiCa S.r.L's** product composed by **TiCa S.r.L** in **FRANCE**.
- Both companies must try to provide a high quality of customer service and respect the agreements. If it will be not respected we will be take measures or fine in money.

Signed by: Meet Your Meal SAS

NAME: Maeva Vergnaud and Elise Pinel
2013

DATE: 01 April

Manuela Violani
TiCa S.r.L, Italy

20 February 2013



Enclosure 21

Preventive

Date: 19/02/2013

Preventive n° 112

To:

Maeva Vergnaud
Meat your Meal
87100 Limoges
France

Seller	Typology	Delivery Method	Shipping Terms	Delivery Date	Terms of Payment	Expiry Date
TiCa Srl	goods				After 60 days	

Q.ty	Item N °	Description	Unit Price	Reduction	Total Article
800	B00x	Box in paper	0,50€	/	400,00€
80	Bol7	Box of paper napkins	0.90 €	/	72,00€
				-10 % on B00x and Bol7	-47,20€
		Shipping costs (Poste Italiane)	311,00 €	/	311,00 €
				-10 %	-31,10 €
Subtotal				€ -78,30	€704,70
				IVA	/
				Total	€704,70

In case of approval Would you kindly send us your order confirmation.

Hoping in a your response, we send you our Best Regards, TiCa Srl

NOTE:

- Returns on purchases in case of defective goods or different from what was ordered.
- 8 % discount on goods.
- 5 % discount on shipping costs.