



# **The Black Sheep**

## **Business Plan**

22 Midlands Highway  
Campbell Town  
Tasmania 7210

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# 1. Executive Summary

## 1 Business Overview

The Black Sheep is a quality restaurant situated centrally along the Midlands Highway, Tasmania's major travel route. Approximately two kilometres out of Campbell Town, The Black Sheep is separated from the inner town rush. The rural based enterprise comprises a scenic outlook on to a peaceful farm and caters for a large range of customers such as families, business people, local travellers, tourists and town's people through the help of the dine-in restaurant and a drive-through food outlet.

The dine-in restaurant caters for those wishing for quality service and food in a comfortable setting and sound environment. The drive-through food outlet caters for travellers wishing for fast errorless service and quality food and a short stop time.

## 1.1 Long & Short Term Key Objectives

The business has a number of key objectives intended for the first year such as service and quality. Once the business becomes financially stable, there are many possible future prospects such as a display shearing shed, meeting room and gift shop.

## 1.2 Management & Ownership

The business will be owned in a financially stable partnership and will be strategically managed.

## 1.3 Market Analysis

The Black Sheep has undertaken extensive surveys through the help of various food and cuisine specialists and street surveys. The results showed that majority of people are looking for fast, quality meals and good service. Statistics also show there is a prominent yearly increase in the number of people travelling the Midlands route.

## 1.4 Market Strategy

The Black Sheep's marketing strategy will be to focus on the unique aspects of the business, the quick quality service, location and comfortable seating and outlay. The enterprise has put in place a strategic marketing plan for the business once it has commenced operations and also pre construction.

## 1.5 The Competitors

Through Campbell Town there are three major food complexes that will act as competition to The Black Sheep. These food complexes are Zeps, Banjos and Subway. Each business comprises negative points of which have been scrutinised and acted upon of in the business plan of The Black Sheep.

## 1.6 Business Features

The Black Sheep comprises a number of features that separate it apart from other businesses. Such as location, outdoor setting, appearance, outlay, menu, drive-through food outlet and the customer benefits.

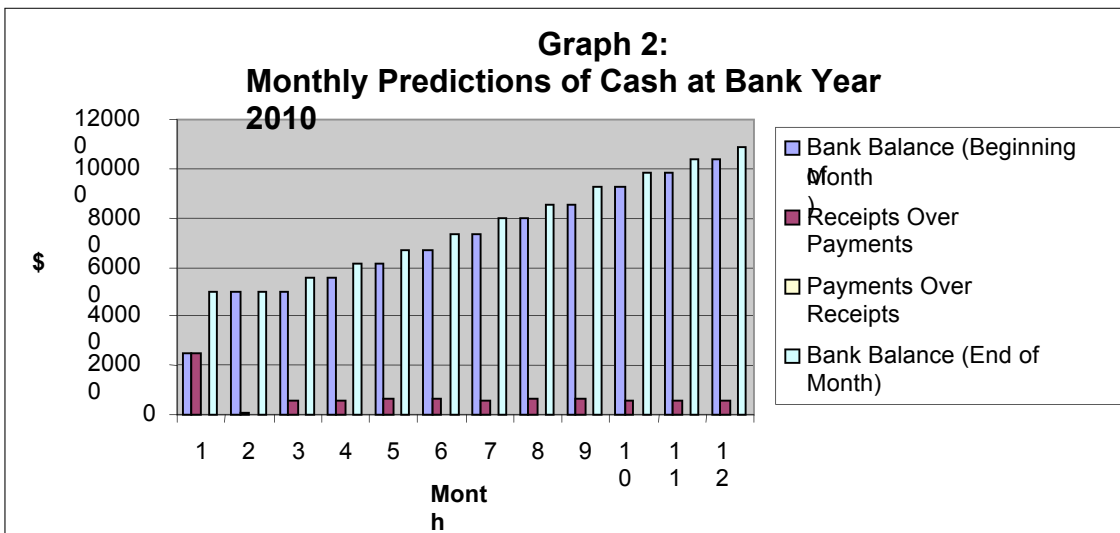
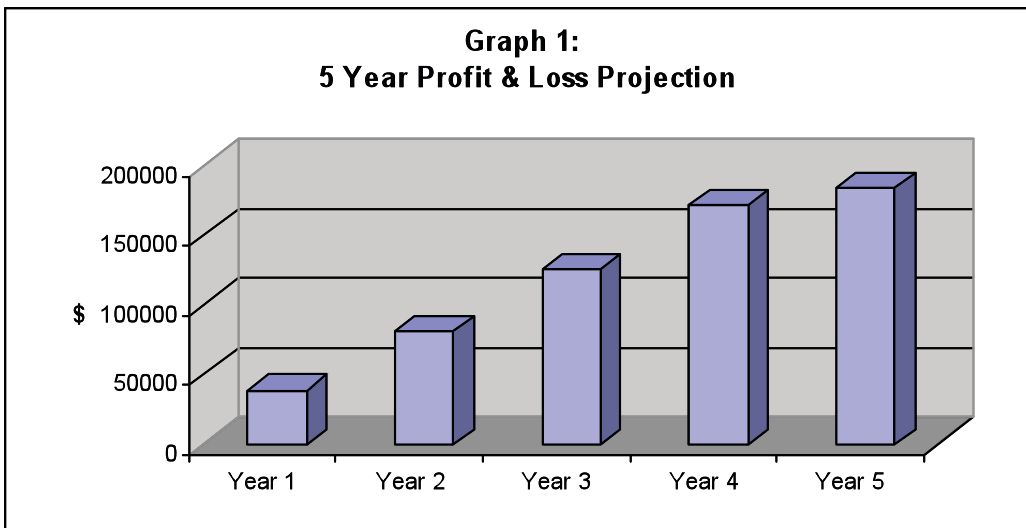
## 1.7 SWOT Analysis

A SWOT analysis has taken place describing the strengths, weaknesses, opportunities and threats facing the business.

## 1.8 Financial Plan

The Financial profits of the business prove to be in the positive throughout the first year and increasing yearly. Graph 1 is a representation of 5 year's projected profit. Through the creation of 5 yearly predicted profit and loss statements it can be observed that overtime the business makes a

great deal of profit, of which increases yearly. By year five the business is making a predicted profit of \$183532. Refer to Appendix 2.



The cash budget is profitable and bank balance increases monthly. In the beginning of January the bank balance is \$25000, by December, the end of the year the figure is \$79496.48. Graph 2 is a clear demonstration of how much the bank balance increases monthly within the first year. Refer to Appendix 1.

## 2. Detailed Plan

### 2.1 Long and Short Term Key Objectives

#### Short Term

The business aim is to provide a quality, accurate, prompt service that is too often not provided by other restaurants alike (refer to 2.5 Competitors). The business aim is also to embrace the rural side of Tasmania, in particular woollen product. This will be achieved through the business appearance, fittings and surround settings.

#### Long Term:

##### - *Display shearing shed:*

There is an existing shearing shed that is located close to the proposed site of the restaurant. The plans are that this shearing shed will be transformed into a display shearing shed, of which, hosting relevant information of the progression of farming and wool. As the display shed is educational, government funds will be accessible and would almost cover all the cost implications of repairing the shed for both safety and visual reasons. The shed will generate revenue through both donations and shearing demonstrations.

- *Meeting Rooms:* Meeting rooms will help bring more business and profit to the business along with helping The Black Sheep to compete with other business rivals.

- *Gift Shop* The gift shop will be an extension to the existing restaurant building and will cater for all customers, though especially foreign tourists. It will stock quality woollen clothing and product branded 'The Black Sheep' of which is 100% Tasmanian Merino wool.



### 2.2 Management and Ownership

Partnership: Frank Chester  
                  Josie Chester  
                  Jane Chester  
Director:      Jane Chester

Jane Chester, Josie Chester and Frank Chester will own The Black Sheep in a partnership agreement. Josie and Frank Chester have experience in the running of a business and are financially stable. They will take no part in the day to day operation of the business though will be key aids in the financial side of the business. Jane Chester will act as the director of the business and will manage the business and its operations.

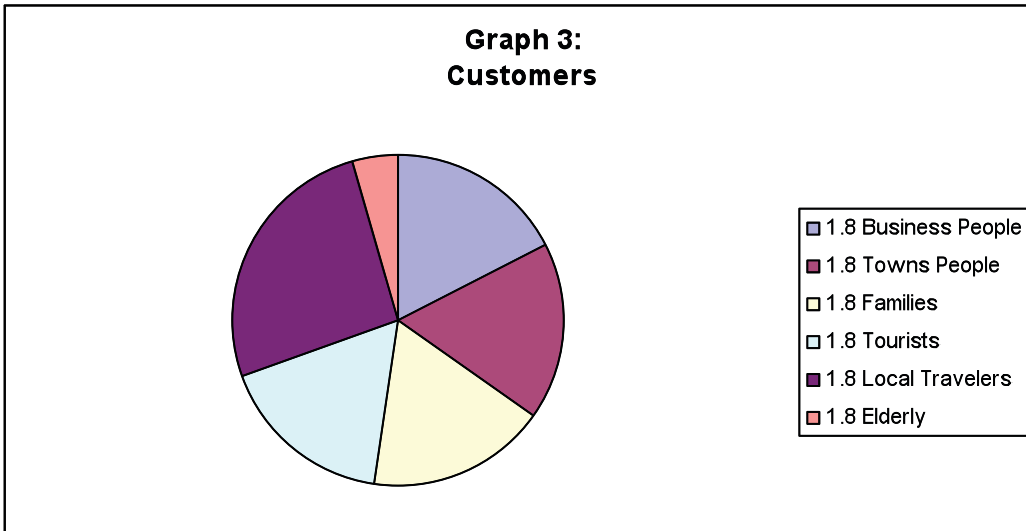
*Suppliers:* It has been decided that local business Tasmanian Northern Food Distributors will act as the primary food and drink supplier. Northern Food Distributor offers quality food product at an affordable price, with the inclusion of delivery. The prominent bread product supplier will be Campbell Town business, Banjos. Banjos specialises in the production of quality bread. Using Banjos as a supplier would have numerous benefits for The Black Sheep such as daily access to fresh bread.

*Staffing Arrangements:* The staff play a vital role in the running of the business. A strategic selection of staff will take place and chosen staff will be skilfully trained pre construction of The Black Sheep. Staff will have access to a number of staff benefits in order to improve staff service.

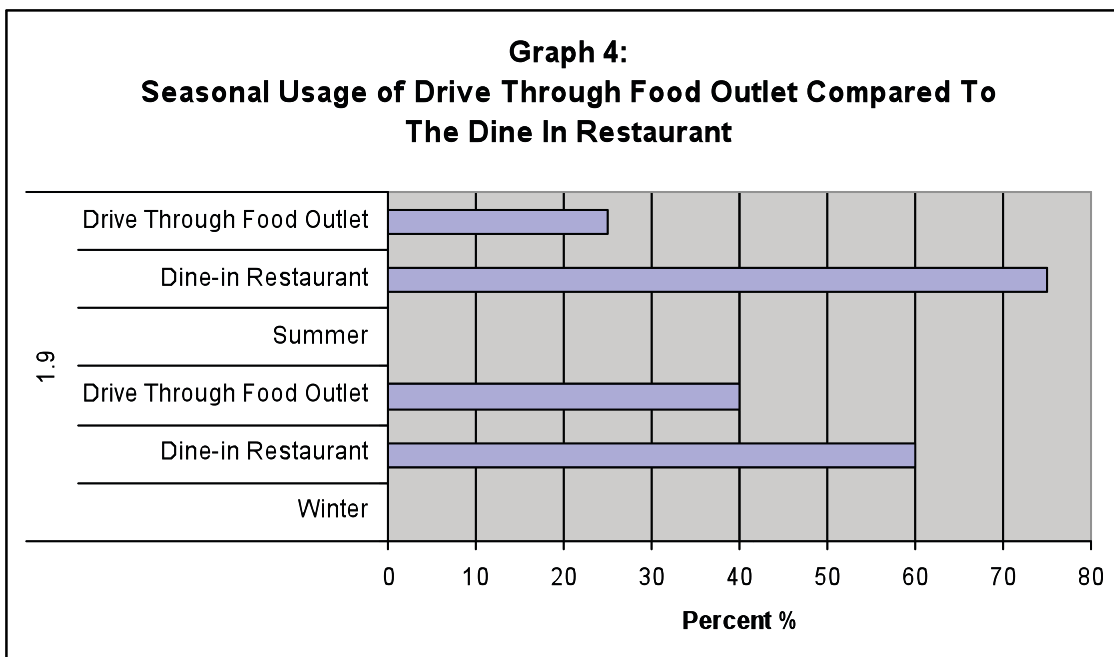
To run the business to the standard it wishes to achieve it will require approximately 30 staff members, both full time and part time. The projected level of remuneration to all staff is \$658,800 per year. This figure is the maximum remuneration and takes into account such figures of commissions, bonuses and overtime pay.

### 2.3 Market Analysis

As result of conducted tests it was found that on a regular weekday at least 35% of cars stopped for food product. As there are over two million cars travelling the Midlands route, this figure indicates that 1925 cars are stopping per day. The Black Sheep expect to capture 12% of this market. A profile of these stoppers spending habits can be observed in Appendix 6. A survey was carried out to find what people are most likely to use The Black Sheep, results in Graph 3.



Another study was taken out in terms of The Black Sheep’s drive through food outlet. It was found that people are most likely to use the drive through outlet in the season of winter. A street survey was conducted and it was found that 40% are most likely to use the drive through food outlet in the winter whilst 60% are most likely to use the dine-in restaurant. When people were surveyed on what they would most likely use in the summer season results suggested that only 25% would use the drive through food outlet and 75% would use the dine-in restaurant. Results can be observed in Graph 4.



## **2.4 Marketing Strategy**

The following is a list of pre construction marketing strategies that will be carried out before the business is erected:

A website will be prepared in order to promote the restaurant and give customers an insight into its advantageous points. Contact and direction details as well as images will be incorporated into the all ages website.

The Black Sheep will take advantage of free advertising through the use of MySpace and Facebook. The web pages will include basic information, images and links onto the official Black Sheep website.

Print media such as local newspapers, magazines and other various publications will be vital to the promotion of the Black Sheep.

Posters advertising the launch of the restaurant will also be released throughout stores and highly populated areas. The cost of advertising posters will be cheap and affordable at \$100 through the help of an acquaintance.

Once established, The Black Sheep will seek to optimise its prime advantage of location through the help of large quality signage of which can be viewed easily by passing travellers. The signage will cost approximately \$10000 through the construction of The Tasmanian Sign Company a renowned, reliable signage company of which delivery is inclusive.

1500 Brochures will be printed through the service of Colour Printing Company CMYK at the cost of \$419. The brochures will then be distributed across Tasmania into stores such as family and recreational, hotels, hospitality and travel ventures and heavily populated areas.

Another marketing tool will be The Black Sheep's listing in the yellow pages This will cost \$200 and will include 1 four by four advertisement clearly stating contact, website and location details.

## **2.5 The Competitors**

Zeps is a pizzeria café supplying dine in and takeaway meals, along with drinks and coffee. Zeps is based in the centre of Campbell Town, and does not comprise a private car park. Besides the sidewalk, Zeps has no outdoor dining area and no drive through food outlet. The service is often poor and the menu is rarely altered. Zeps also only offers two toilet to guests, both of which are often unclean. These weaknesses shown by main rival restaurant Zeps have been taken opportunity of in the business plan of The Black Sheep. The Black Sheep boast an ever changing menu with competitive prices and six customer toilets of which are cleaned at regular intervals. Unlike Zeps prices for all food and drink will be clearly labelled to avoid embarrassment. The Black Sheep comprises longer opening hours, opening considerably earlier and staying open later, on both weekdays and weekends. The Black Sheep also accommodate for a larger number of customers comprising 110 seats compared to Zeps maximum 60 seats.

Banjos is a well known bakery, that's specialises in bread food product. Banjos cater for a small majority of people and are not extensive in their range of food. Unlike Banjo's the Black Sheep feature a broad menu offering nutritious meals.

Subway and Banjos primarily specialise in bread food product which too target only a small majority of customers. The unattractive, commercialised setting out of Subway is taken advantage of in The Black Sheep with a comfortable colour co-ordinated, customer benefiting set out.

An advantage for these businesses could be seen as the park, however it is insecure and unsafe especially for young children as its pathway leads straight onto the busy Midlands Highway and inconveniently is on the opposite side of the road from the businesses.

These weaknesses shown by these three main rival businesses act as opportunities to the Black Sheep, all of which have been taken advantage of.

## 2.6 Business Features

**Location:** The Black Sheep is in a prime location for the target market of people travelling the Midlands Route. Being in this location helps the business to stand out and act as a landmark, disconnecting it from the existing mundane blur of businesses. Land is not an issue for the business and offers much opportunity to extending and development. The location is also convenient as it means The Black Sheep is the first stop for those travelling the Midlands from the South. At 200 metres above sea level the land of which The Black Sheep is located upon, is flood resistant.

**The Outdoor Setting:** The Black Sheep will comprise a large outdoor area enclosed by secure fencing and will consist of an outdoor setting for the consumption of food and drink.

**Appearance:** The Black Sheep will comprise a homely, laid back, warm atmosphere, with complimenting music and visual stimulations such as art work decorating the walls and plasma screen televisions. Large quality pine tables and leather seats, couches, benches and stools will be provided to ensure maximum comfort.

**Outlay:** Fast and errorless service will be achieved by the industrious layout of the enterprise. Functionality has chiefly been achieved through order of design. (Refer to Appendix 3-4)

**The Menu:** The Menu will offer a diverse range of foods, catering for customers of all ages. The food is suitable for children and those with dietary needs (glucose free, low cholesterol, low fat). Sanitation standards of food preparation will be exercised by those involved in the handling of food.

**The drive through food outlet:** Will cater for travellers of whom are reluctant to depart from the comfort of their car and are wishing to minimise stop time. Quality food will be produced and sold in this section of the restaurant and to keep the restaurant environmentally friendly recyclable packaging will be utilized.

**Customer Benefits:** Customers will be able to embrace the privacy and comfort of the inside fittings with available wireless internet access and power outlets for the use of laptops and other technological devices.

**The Name:** The enterprise will be entitled 'The Black Sheep'. This name is not only a compliment to the uniqueness and individuality of the enterprise but also establishes the connection between the business and its rural component. As a compliment to this name, the restaurant quite conveniently will be surrounded by paddocks filled with black sheep. This will add to a memorable, unique experience for customers

**Security:** The restaurant will be fitted with the appropriate alarm and locking system, the costs for this can be found in the financial section. There will be no unauthorised access to the premises during closed hours through the use of a night gate and secure surrounding fencing

**Opening Hours:** The Black Sheep will be open for 7 days a week and comprise long business hours, on weekdays opening at 7am and closing at approximately 10pm onwards (depending on business). On weekends the business will open at 8am and close at approximately 11pm onwards. The enterprise will remain closed on Christmas eve, Christmas day, New Years day and Easter Sunday.

**Automatic Cash Register:** An automatic cash register system will help add the functionality of the running of the restaurant. The Automatic Cash Register will allow staff to view waiting time on order which will then allow them to prioritise.



## 2.7 SWOT Analysis

Strengths	Weaknesses
Staff- well trained Location- Close, Central, Well Signed Outdoor Setting- Unique, Peaceful Service- quick, Accurate, Quality Appearance- Comfortable, Attractive, Colour Co-ordinated, Classical, Modern Menu- Nutritious, Diverse, Changing Price- Competitive, Marked Opening Hours- Longer than all competitors Staff- Professional, Trained, not understaffed Catering- For a large number of people	Large start up cost- Will require a loan Competitors No Meeting Rooms- Unlike some competitors Out of the Town
Opportunities	Threats
Future Prospects	Competitors New Businesses

# Financial Plan

## 3.1 Financial Allocation:

Anstie Constructions, a local experienced Tasmanian building team have been chosen to perform the construction of The Black Sheep. Anstie Constructions will ensure the restaurant will be underway at its proposed date of 2<sup>nd</sup> January 2010.

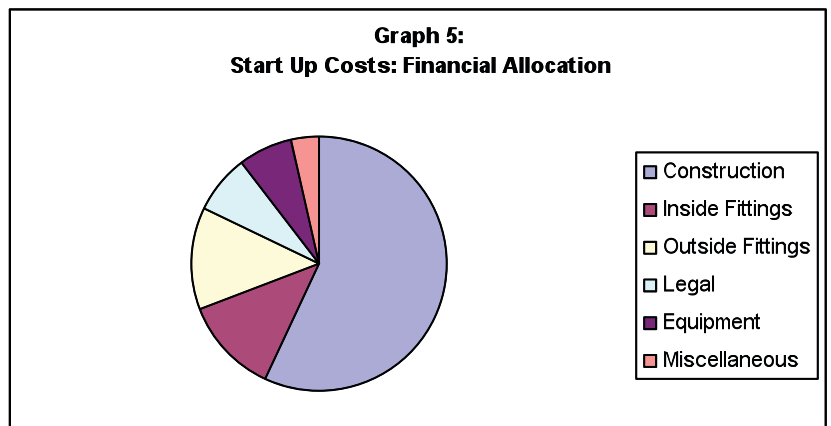
## 3.2 Financial Review

To start up The Black Sheep will require a total of \$714450 (View Graph 5, Appendix 5) \$300000 of capital will be contributed by the owners in partnership. Three other sources have been looked to and a loan sum of \$300000 from these three sources has been determined. These financial sources are reliable and will offer flexible repayments and minimum interest expenses.

A strategy that has been set in place to reduce the cost of starting up the business is to loan expensive equipment such as televisions, ovens and heat pumps. This leasing strategy allows for the cost figure of setting up the business to be decreased by \$74000 (refer to Appendix 5)

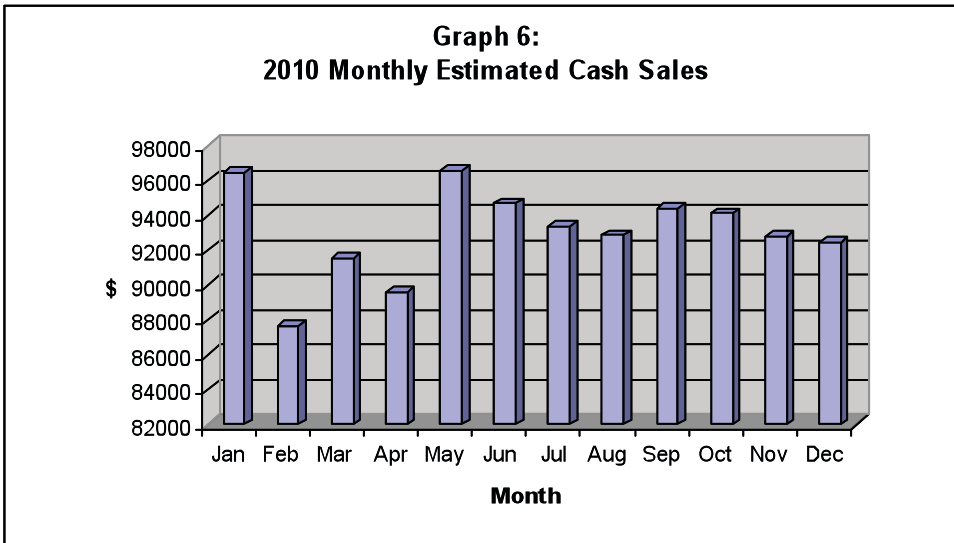
An extra \$134450 will be required and obtained via a bank loan. The Black Sheep will repay the loan over five year period. The loan will comprise a 9% effective interest rate and monthly repayments will be \$2790.96. Other loans of \$300000 obtained via acquaintance investors will be paid back gradually over a 20 year period.

Figures for monthly estimated sales have been obtained by estimating the amount of people stopping on the Midlands highway per day. The Black Sheep expect to obtain 12% of this market of stoppers. It was then estimated how much the stopping customers would purchase, they were categorised into three spending brackets which helped determine the daily predicted profit. Through

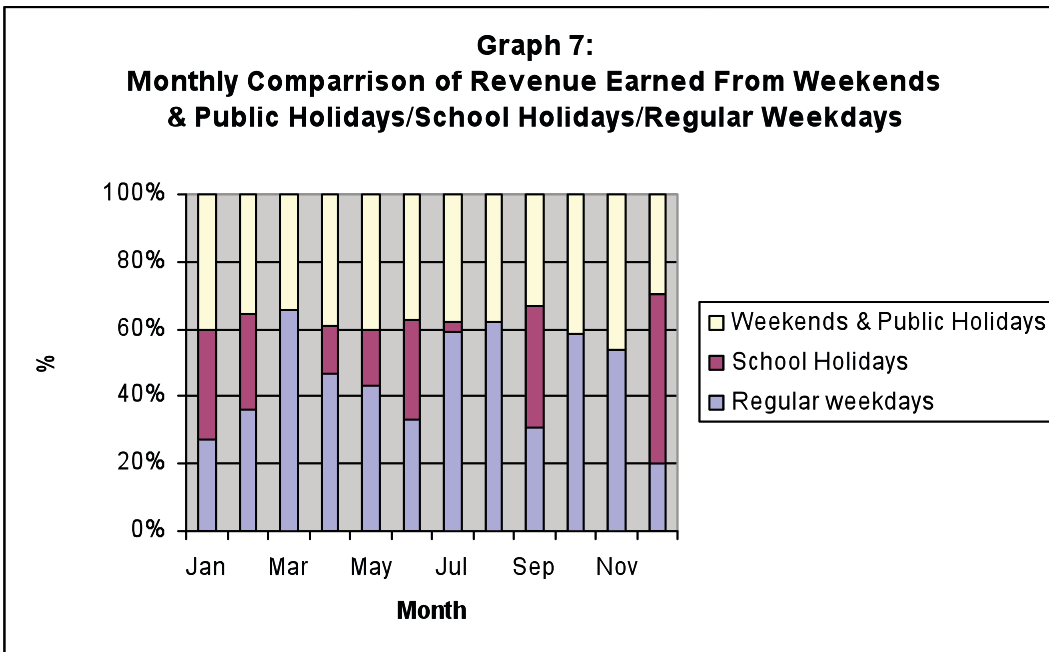


the observation of 2010 calendar the amount of weekdays, holidays and weekends were determined. Percentages of stoppers and customers and their spending habits varied depending on these dates in

the 2010 calendar (Appendix 6). Graph 6 shows the estimated cash sales in each month of the first year of business.



Graph 7 shows the expected percentage of monthly revenues obtained from particular dates.



No credit will be offered in order to avoid slow cash flow and extra debt collection work, however once the business is in operation and making a considerable profit the option will be considered.

**Appendix 1****CASH BUDGET**

\*Resultant cash at bank figures can be seen at bottom of page

**Cash Budget YEAR 1- 2010****The Black Sheep**

	January	February	March	April	May	June	July	August	September	October	November	December
<b>Expected Receipts</b>												
Cash Sales	96450	87660	91575	89580	96600	94680	93345	92850	94395	94125	92775	92475
Total Expected Receipts	96450	87660	91575	89580	96600	94680	93345	92850	94395	94125	92775	92475
<b>Expected Payments</b>												
Drawings	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500	1500
Maintanance Expense	350	350	350	350	350	350	350	350	350	350	350	350
Advertising Expense	400	200	400	100	300	200	200	100	100	200	200	100
Loan Repayments	2790.96	2790.96	2790.96	2790.96	2790.96	2790.96	2790.96	2790.96	2790.96	2790.96	2790.96	2790.96
Flexi Rent Expense (Based on 10%)	617	617	617	617	617	617	617	617	617	617	617	613
Electricity Expense	750	750	750	750	750	750	750	750	750	750	750	750
Water Expense	650	650	650	650	650	650	650	650	650	650	650	650
Petrol Expense	125	125	125	125	125	125	125	125	125	125	125	125
Broadband Expense	89	89	89	89	89	89	89	89	89	89	89	89
Phone/fax Expenses	184	184	184	184	184	184	184	184	184	184	184	184
Wages Expense	57500	52000	54000	53000	56800	55500	55000	54500	55000	55500	55000	55000
Stock (20% of Cash Sales)		21915	18315	17916	19320	18936	18669	18570	18879	18825	18555	18495
GST	9645	8766	9157.5	8958	9660	9468	9334.5	9285	9439.5	9412.5	9277.5	9247.5
Total Expected Payments	74600.96	89936.96	88928.46	87029.96	93135.96	91159.96	90259.46	89510.96	90474.46	90993.46	90088.46	89894.46
Bank Balance (Beginning of Month)	25000	46849.04	44572.08	47218.62	49768.66	53232.7	56752.74	59838.28	63177.32	67097.86	70229.4	72915.94
Receipts Over Payments	21849.04	-2276.96	2646.54	2550.04	3464.04	3520.04	3085.54	3339.04	3920.54	3131.54	2686.54	2580.54
Payments Over Receipts												
Bank Balance (End of Month)	46849.04	44572.08	47218.62	49768.66	53232.7	56752.74	59838.28	63177.32	67097.86	70229.4	72915.94	<b>75496.48</b>

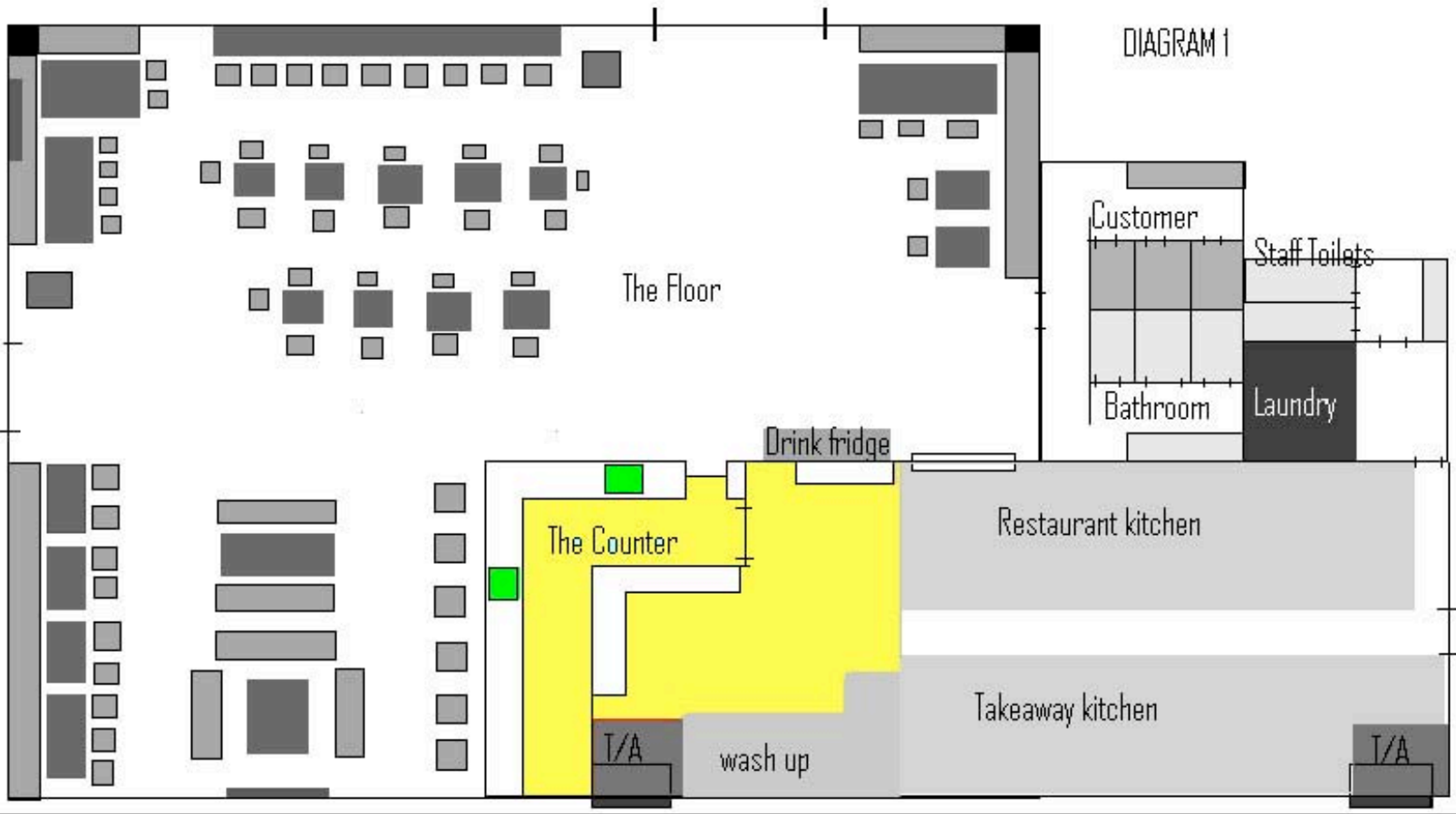
**Appendix 2**  
**PROJECTED PROFIT & LOSS STATEMENTS**  
 5 YEARS

**Predicted Profit & Loss Statement**  
**For Period Ended 30 December 2010**

<b>Sales</b>	1116510	
<b>less COGS</b>	223302	893208
<b>Less Expenses</b>		
Maintenance Expense	4200	
Advertising Expense	2500	
Loan	33492	
Flexirent Expense	7400	
Electricity Expense	9000	
Water Expense	7800	
Petrol Expense	1500	
Broadband Expense	1068	
Phone/Fax Expense	2208	
Wages Expense	658800	
GST	111651	
Depreciation on Building	15000	854619
<b>Total Profit/Loss</b>		<b>38589</b>

**Predicted Profit & Loss Statement**  
**For Period Ended 30 December 2011**

<b>Sales</b>	1200000	
<b>less COGS</b>	240000	960000
<b>Less Expenses</b>		
Maintenance Expense	5000	
Advertising Expense	4000	
Loan	33492	
Flexirent Expense	8000	
Electricity Expense	10000	
Water Expense	8000	
Petrol Expense	2000	
Broadband Expense	1068	
Phone/Fax Expense	2208	
Wages Expense	670000	
GST	120000	
Depreciation on Building	15000	878768
<b>Total Profit/Loss</b>		<b>81232</b>

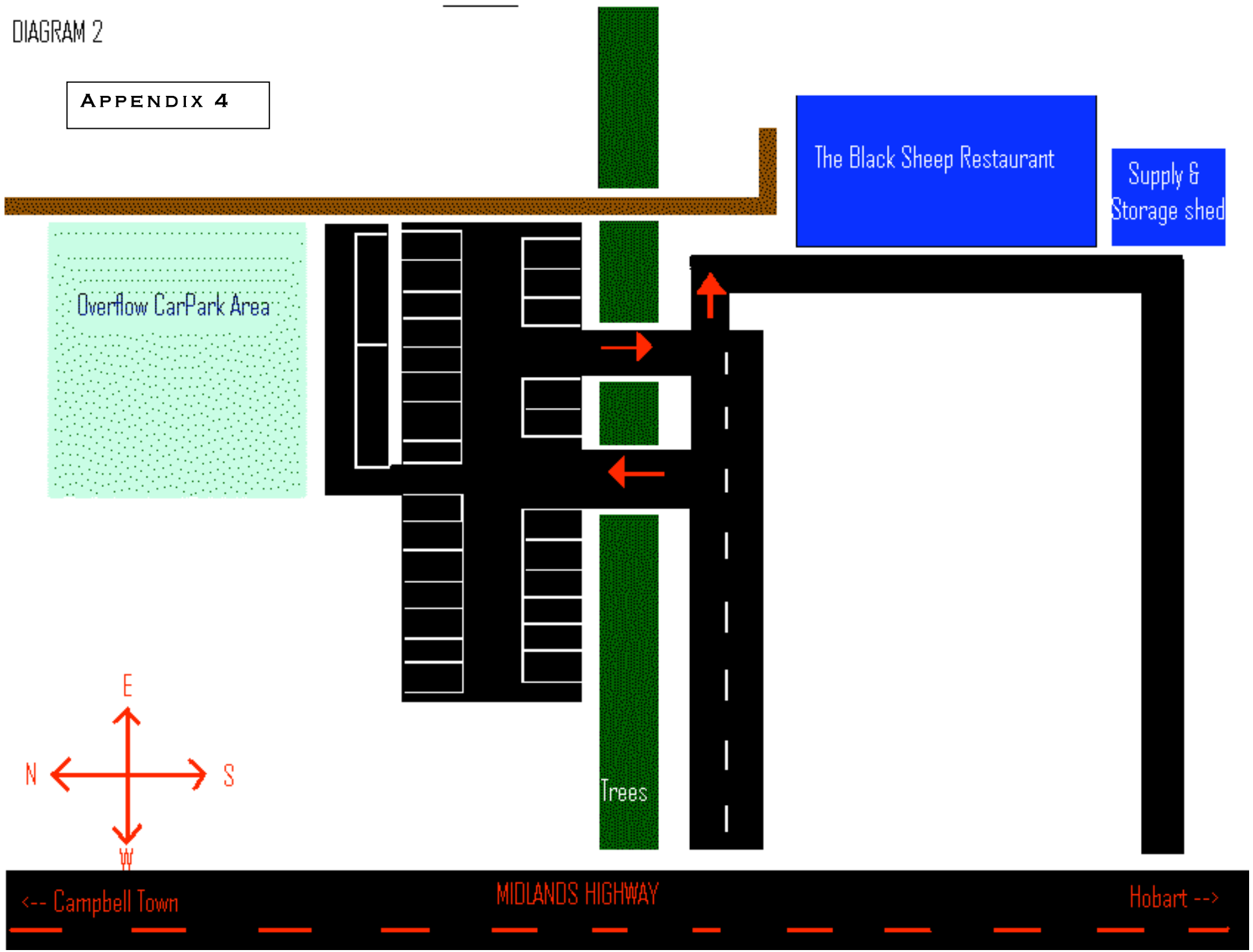


- Automatic Cash Register
- Dining Table
- Male Toilets
- Seats
- Female Toilets
- Plasma Television
- Serving Window

APPENDI

DIAGRAM 2

APPENDIX 4



**Appendix 5****1.1 Expected Start Up Business Costs**

	QUANTITY	\$
Construction		70000
Construction Materials		300000
Walls		
Roof		
Windows		
Doors		
Insulation		
Wood		
Paint		
Floor		
Lighting & Eletrical Connections		15000
Water Connections		20000
<b>INSIDE FITTINGS</b>		
<i>Takeaway Food Outlet Section</i>		
Bench/Cupboards		15000
Shelves		2000
<i>Serving Area</i>		
Bench		30000
Shelves		1500
Signage		300
<i>Dine-in Kitchen Fittings:</i>		
Bench/Cupboards		15000
Sink		1000
Shelves		1500
<i>Bathroom fittings</i>		
Mirror	2	3000
Soap Dispenser	2	400
Sink	6	4000
Toilets	6	4000
Dryer	2	800
Bench	2	4000
<i>Security Fittings</i>		
Locks		3000
Alarm System		2000
Fire Alarm	4	200
<b>OUTSIDE FITTINGS</b>		
Pathway		200
Road and Parking		80000
Plants & Grass		1000
Fencing		1000
Signage		10000
<b>LEGAL</b>		
Permits		20000
Licences		20000
Insurance		15000

**EQUIPMENT**

Indoor Tables	25	15000
Indoor Chairs	110	15000
Outdoor Setting		4000
Cutlery		1800
Plates		5000
Glasses		2000
Microwave	4	1600
Utensils		800
Phone		500
kettle/urn		800
Coffee Grinder		400
Washing Up Equipment		100
Food Containers		500

**MISCELLANEOUS**

Mirrors		2000
Paintings/Photographs		100
Staff training/ Employment		2000
Start Up Price For Stock		12150
Sound System		7000
Menu Printing		1600
Stationary		200
Cash		20000
Advertising		2000

**START UP COST****734450****1.2 Flexi Rent Items & Costing**

\*Expected 10% Interst Payments Per Year (Refer To Cash Budget)

Computer		5000	
Televisions		3000	
Cash Register		14000	
Oven	2	20000	
Coffee Machine	3	9000	
Dish Washer		5000	
Fridge/Freezer		9000	
Heat Pump	2	9000	74000

*Flexi Rent Interest Per Year*

7400

## **Appendix 6**

### **Calculations of Monthly Incomes from Sales**

\*According to statistics over two million cars travel the Midlands Highway per year, the following calculations relate to this figure.

#### **Week Day Calculations**

APPROX TRAVELLERS (per day)	5500	
STOP TRAVELLERS (per day)	35%	1925
BLACK SHEEP STOPPERES	12%	231

#### *Estimated purchases of...*

COFFEE \$3	90	270
SNACK AND COFFEE \$12	90	1080
MEALS \$25	51	1275

**PREDICTED PROFIT PER DAY** **2625**

<i>Month</i>	<i>Number of Weekdays</i>	<i>Projected Profit</i>
JAN- 31 DAYS	10 WEEKDAYS	26250
FEB-28 DAYS	12 WEEKDAYS	31500
MAR- 31 DAYS	23 WEEKDAYS	60375
APR- 30 DAYS	16 WEEKDAYS	42000
MAY- 31 DAYS	16 WEEKDAYS	42000
JUN- 30 DAYS	12 WEEKDAYS	31500
JUL- 31 DAYS	21 WEEKDAYS	55125
AUG- 31 DAYS	22 WEEKDAYS	57750
SEP- 30 DAYS	11 WEEKDAYS	28875
OCT- 31 DAYS	21 WEEKDAYS	55125
NOV- 30 DAYS	19 WEEKDAYS	49875
DEC- 31 DAYS	7 WEEKDAYS	18375

#### **School Holiday Calculations**

APPROX TRAVELLERS (per day)	5750	
STOP TRAVELLERS (per day)	40%	2300
BLACK SHEEP STOPPERS	12%	276

#### *Estimated purchases of...*

COFFEES \$3	108	324
SNACK AND COFFEE \$12	108	1296
MEALS \$25	60	1500

**PREDICTED PROFIT PER DAY** **3120**

<i>Month</i>	<i>Number of Holidays</i>	<i>Projected Profit</i>
JAN- 31 DAYS	10 SCHOOL HOLIDAYS	31200
FEB-28 DAYS	8 SCHOOL HOLIDAYS	24960
MAR- 31 DAYS		
APR- 30 DAYS	4 SCHOOL HOLIDAYS	12480
MAY- 31 DAYS	5 SCHOOL HOLIDAYS	15600
JUN- 30 DAYS	9 SCHOOL HOLIDAYS	28080
JUL- 31 DAYS	1 SCHOOL HOLIDAY	3120
AUG- 31 DAYS		
SEP- 30 DAYS	11 SCHOOL HOLIDAYS	34320
OCT- 31 DAYS		
NOV- 30 DAYS		
DEC- 31 DAYS	15 SCHOOL HOLIDAYS	46800

#### **Weekend & Public Holiday Calculations**

APPROX TRAVELLERS (per day)	6000	
STOP TRAVELLERS (per day)	45%	2700
BLACK SHEEP STOPPERS	12%	324

*Estimated purchases of...*

COFFEES \$3	120	360
SNACKS AND COFFEE \$12	120	1440
MEALS \$25	84	2100

**PREDICTED PROFIT PER DAY** **3900**

Month	<i>Number of Weekends/Public Holidays</i>	<i>Projected Profit</i>
JAN- 31 DAYS	10 WEEKEND/PUBLIC DAYS	39000
FEB-28 DAYS	8 WEEKEND/PUBLIC DAYS	31200
MAR- 31 DAYS	8 WEEKEND/PUBLIC DAYS	31200
APR- 30 DAYS	9 WEEKEND/PUBLIC DAYS	35100
MAY- 31 DAYS	10 WEEKEND/PUBLIC DAYS	39000
JUN- 30 DAYS	9 WEEKEND/PUBLIC DAYS	35100
JUL- 31 DAYS	9 WEEKEND/PUBLIC DAYS	35100
AUG- 31 DAYS	9 WEEKEND/PUBLIC DAYS	35100
SEP- 30 DAYS	8 WEEKEND/PUBLIC DAYS	31200
OCT- 31 DAYS	10 WEEKEND/PUBLIC DAYS	39000
NOV- 30 DAYS	11 WEEKEND/PUBLIC DAYS	42900
DEC- 31 DAYS	7 WEEKEND/PUBLIC DAYS	27300

\*Calculations do not include New Years day (January), Easter Sunday (April) or Christmas Eve and Day (December) as on these dates The Black Sheep will be closed. In total the figures account for 361 days of year 2010.

Month	Total Monthly Profits \$
JAN- 31 DAYS	96450
FEB-28 DAYS	87660
MAR- 31 DAYS	91575
APR- 30 DAYS	89580
MAY- 31 DAYS	96600
JUN- 30 DAYS	94680
JUL- 31 DAYS	93345
AUG- 31 DAYS	92850
SEP- 30 DAYS	94395
OCT- 31 DAYS	94125
NOV- 30 DAYS	92775
DEC- 31 DAYS	92475