Momma Pham's Kitchen business plan

by

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B.A., University of Illinois Urbana-Champaign, 2008

A THESIS

Submitted in partial fulfillment of the requirements

for the degree

MASTER OF AGRIBUSINESS

Department of Agricultural Economics

College of Agriculture

KANSAS STATE UNIVERSITY

Manhattan, Kansas

2025

Approved by:

Major Professor
Aleksan Shanoyan

ABSTRACT

This thesis presents a comprehensive phased operating and financial business plan for **Momma Pham's Kitchen**, a Vietnamese restaurant concept, aiming to transition from a delivery-based business to a full-service brick-and-mortar establishment. The plan is structured around three growth phases:

- Phase 1 - utilizing a commercial rent-out kitchen to offer delivery and catering services
- Phase 2 - expanding into a food truck to build local visibility
- Phase 3 - culminating in a fully operational brick-and-mortar restaurant.

Several methods where used in this thesis that included local analysis of the restaurant industry, market assessment and analysis and viability of the restaurant concept as well as financial analysis that included net present value and a break even analysis.

The thesis findings show that starting with a low-cost, flexible delivery service reduces risk and builds brand recognition, while the food truck offers a scalable, high-revenue business model in Phase 2. The final phase, the brick-and-mortar restaurant, introduces higher costs but enables long-term revenue generation and brand establishment in the community. This phased approach provides a financially viable roadmap for launching and scaling a new restaurant concept in a competitive food industry landscape.

The research contributes to the understanding of how small-scale food businesses can strategically grow in stages, leveraging technology, customer engagement, and financial planning to maximize their chances of success.

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ACKNOWLEDGMENTS

The author wishes to express my deepest gratitude to my loving husband and two beautiful daughters. Your unwavering support, encouragement, and understanding throughout this journey have been my greatest source of strength. I couldn't have done this without your patience, love, and belief in me.

Geoff, Nara and Arly, thank you for being my constant source of joy and inspiration. Your smiles, laughter, and unconditional love gave me the energy to keep going, even when the challenges seemed overwhelming. I hope that I can inspire you to always chase your wildest dreams, knowing that with dedication and passion, anything is possible.

This thesis is as much yours as it is mine, and I dedicate this achievement to you. Thank you for making this journey worthwhile.

CHAPTER I: EXECUTIVE SUMMARY

This business case outlines the plan to establish a new Vietnamese restaurant in West Olathe, Kansas, provisionally named **Momma Pham's Kitchen.** The restaurant will take a phased approach to entering the market, starting with meal delivery services, followed by a food truck operation, and ultimately expanding to a brick-and-mortar location. This strategy allows for brand building, market testing, and revenue generation with lower upfront investment costs. **"Momma Pham's Kitchen"** will offer authentic Vietnamese dishes such as pho, banh mi, and fresh spring rolls, catering to a growing local demand for international cuisine, with a focus on healthy and fresh ingredients. A strong emphasis on social media marketing and customer engagement will be key to building a loyal following during the initial phases, allowing the business to scale smoothly as it transitions into a physical restaurant.

1.1 Phase 1 – Meal Delivery Service

The first phase of *Momma Pham's Kitchen* will launch as a delivery-only business, which will minimize startup costs and allow for initial market testing. This approach will achieve three main goals:

- **Testing the Market:** Gauge local interest in authentic Vietnamese cuisine with minimal financial risk.
- **Building Brand Awareness:** Introduce the community to the brand and menu before making a full-scale commitment.
- **Establishing a Loyal Customer Base:** Engage with customers consistently through meal delivery platforms such as UberEats, DoorDash, and Grubhub.

Key activities in this phase include renting a commercial kitchen to prepare meals without the overhead of a full restaurant setup, estimated at $2,000 to $3,000 per month. The menu will be streamlined to 8-10 signature dishes like pho, banh mi, vermicelli bowls, and spring rolls, ensuring high quality and efficient operations. Contracts with major delivery platforms will allow *Momma Pham's Kitchen* to reach a broad customer base. This phase is projected to last 6-12 months, targeting monthly revenue of $10,000 to $12,000 within the first three months.

1.2 Phase 2 – Food truck Service

Once demand is proven through the meal delivery service, *Momma Pham's Kitchen* will expand to a food truck operation, which will increase reach and visibility while continuing to build brand recognition. The food truck will serve various locations across West Olathe and the Kansas City metro area, including events, farmers' markets, and business districts. This mobile setup will enable the business to attract a diverse customer base, including event attendees and downtown workers, and to increase revenue.

Key activities for this phase include acquiring a food truck, estimated at an initial investment of $50,000–$75,000, and adapting the existing menu for mobile service to optimize preparation efficiency. By identifying high-demand locations, the food truck will help *Momma Pham's Kitchen* establish a data-driven approach for deciding where a future restaurant could be ideally located. Additionally, a consistent event schedule at local parks, corporate areas, and community gatherings will provide a predictable presence in the market. This phase is anticipated to launch 6-9 months after the delivery service, with a monthly revenue target of $15,000–$20,000 within 12-24 months of operations

1.3 Phase 3 – Brick-and-Mortar Restaurant

After establishing a strong customer following with the delivery and food truck services, the final phase will involve opening a permanent brick-and-mortar restaurant in West Olathe. The restaurant will build on the brand recognition developed in earlier phases, attracting an established customer base from day one.

Key activities for this phase include securing a high-traffic retail location in West Olathe, expanding the menu to include more complex Vietnamese dishes, and designing a dining environment that reflects Vietnamese culture, creating an immersive experience for patrons. This phase is projected to start 24-36 months after launching the food truck. Annual revenue targets include $700,000 in the first year, with a goal of reaching $1 million by the third year. In summary, the phased launch of *Momma Pham's Kitchen*—starting with delivery, expanding to a food truck, and culminating in a brick-and-mortar restaurant—reduces financial risk, enhances brand visibility, and facilitates the growth of a loyal customer base. Supported by a strategic social media marketing approach and a commitment to authentic Vietnamese cuisine, *Momma Pham's Kitchen* is positioned for long-term success in West Olathe's expanding suburban market.

CHAPTER II: RESTURANT BUSINESS OVERVIEW

2.1 Concept and Vision

Momma Pham's Kitchen is designed to become a prominent and beloved part of West Olathe's dining scene, delivering authentic Vietnamese cuisine with a fresh and modern appeal. By focusing on high-quality, fresh ingredients, the restaurant aims to satisfy an increasing demand for international and diverse dining options in the area. Signature dishes such as pho, banh mi, and fresh spring rolls will cater to both seasoned and health-conscious diners, making the restaurant a go-to spot for vibrant, flavorful meals. The restaurant will stand out by combining traditional Vietnamese flavors with a clean, welcoming ambiance that aligns with the preferences of contemporary diners

2.2 Menu Highlights

Momma Pham's Kitchen will present a carefully curated menu that balances authenticity with accessibility, making Vietnamese cuisine approachable for all levels of experience while ensuring the flavors stay true to tradition. Key competitive advantages include:

Authentic Pho: With options like beef, chicken, and vegetarian varieties, the pho will be slow-cooked with traditional spices and herbs, offering a unique taste experience that appeals to purists and new customers alike.

Banh Mi with Fresh Ingredients: Freshly baked baguettes with a choice of grilled pork, chicken, or tofu will be topped with pickled vegetables and a unique sauce, adding a tangy twist that sets these sandwiches apart from other offerings in the area.

Spring Rolls with House-Made Sauces: Fresh spring rolls filled with shrimp, pork, or tofu, paired with signature peanut and fish sauce, will add a flavorful, healthy option that attracts a health-conscious crowd.

The menu will emphasize a commitment to authentic, high-quality ingredients, sourcing from local farms where possible to guarantee freshness and support the community. Seasonal specials will add variety and provide an element of exclusivity, giving patrons something new to look forward to with each visit.

2.3 Target Audience

Momma Pham's Kitchen will focus on serving a diverse audience, including:

Young Professionals and Families: With a growing population in Olathe, this group seeks convenient, healthy dining options. The restaurant will provide quick, high-quality meals through delivery and the food truck, making it a staple for busy schedules.

Health-Conscious Diners: Health-conscious individuals are drawn to fresh, nutrient-rich ingredients and lighter meal options. By emphasizing healthy preparations, such as low-oil cooking techniques and abundant fresh vegetables, *Momma Pham's Kitchen* will be uniquely positioned to attract these customers.

Food Enthusiasts and Local Tastemakers: Olathe is home to a community of food lovers interested in authentic international cuisine. Offering culturally rich dishes with unique, locally sourced ingredients will allow *Momma Pham's Kitchen* to become a destination for adventurous diners.

2.4 Marketing Strategy

Momma Pham's Kitchen will deploy a robust marketing strategy to drive brand recognition and customer loyalty from day one. This will include a mix of digital and in-person tactics aimed at building an engaged community and a loyal customer base.

Social Media Engagement: Engaging content will share the story behind each dish and highlight the freshness of ingredients. Platforms like Instagram, Facebook, and TikTok will be central for showcasing vibrant photos, customer testimonials, and promotional offers.

Interactive Marketing Events: Through cooking demos, cultural events, and meet-the-chef sessions, *Momma Pham's Kitchen* will connect with the community while sharing Vietnamese culture in a memorable way. These events will not only attract new customers but also strengthen ties with regular patrons.

Local Influencer Partnerships: Working with food bloggers and local influencers, especially during the soft opening and food truck launch, will increase visibility and add credibility to the brand.

Loyalty Program and Customer Referrals: The restaurant will offer a loyalty program and customer referral discounts, incentivizing repeat visits and encouraging satisfied customers to spread the word.

2.5 Revenue Streams

The phased launch plan creates multiple revenue streams, providing flexibility and growth potential as *Momma Pham's Kitchen* establishes its customer base. Competitive advantages within these streams include:

Meal Delivery: This phase offers low overhead costs while focusing on convenience and reaching customers directly. Delivery through well-known platforms like UberEats,

DoorDash, and Grubhub will allow quick access to a wide audience and establish brand familiarity early on.

Food Truck Flexibility: The food truck provides the advantage of mobility and direct community engagement. The truck will travel to popular locations, creating brand visibility in high-traffic areas. Menu offerings will be tailored for efficiency and quality, providing fast, fresh food to those on the go.

Brick-and-Mortar Experience: The ultimate phase, a permanent restaurant location, will offer dine-in, takeout, and catering options. This setup allows *Momma Pham's Kitchen* to provide a full-service dining experience, emphasizing a cozy and culturally immersive environment for customers.

2.6 Competitive Advantage

The restaurant's unique position in the market comes from its unwavering commitment to authenticity, high-quality ingredients, and community-centered growth. Advantages include:

Authenticity and Quality: By using traditional Vietnamese recipes and fresh ingredients, *Momma Pham's Kitchen* stands out in a market that increasingly values genuine and health-conscious dining options.

Phased Market Entry: The gradual entry approach lowers financial risk, allowing the restaurant to build brand loyalty and fine-tune operations at each stage. It also helps in gathering data on customer preferences, setting up a strong foundation for the final brick-and-mortar location.

First Vietnamese Restaurant in Olathe: By being the first to enter the market with Vietnamese food delivery services, this gives a significant competitive advantage over other local competitors, giving more time to develop a strong brand recognition.

Social and Local Engagement: A focus on digital marketing and active social engagement will set the restaurant apart, with content that shares the story behind each meal and reflects community values. The partnership with local farmers and businesses not only supports the community but also enhances credibility and customer trust.

Collecting customer data: By collecting customer data through experience survey's and food truck sales, this allows the capability to be dynamic in the market place by offering a menu for customers with higher volume meals. Also, allowing for a mobile option will support in finding a prime location for the brick and mortar phase allowing for a better location for Vietnamese food demand.

Distinct Customer Experience: The in-person dining experience will be designed to celebrate Vietnamese culture. From ambiance to service style, *Momma Pham's Kitchen* aims to create an experience that's both welcoming and memorable, making it more than just a meal but a cultural encounter.

2.7 Continued Success & Strategy

By following a well-planned strategy of market entry and gradual scaling, *Momma Pham's Kitchen* is poised to become a trusted and established name in Olathe for Vietnamese cuisine. The phased growth approach ensures thoughtful brand development, operational efficiency, and customer loyalty. As a result, the restaurant will be positioned for long-term success, leveraging a foundation of quality, authenticity, and community engagement to thrive in the competitive culinary landscape. With a clear strategy for

gradual market entry, "Momma Pham’s Kitchen" will become a trusted name in Vietnamese cuisine in Olathe. Starting with meal delivery and scaling into a food truck and restaurant, this plan allows for thoughtful growth and brand development, ensuring a strong foundation for long-term success.

CHAPTER III: INDUSTRY & MARKET ANALYSIS

3.1 Industry Summary

Olathe, part of the greater Kansas City metropolitan area, has rapidly evolved into a vibrant economic and cultural hub within the Midwest. Its population growth has attracted various industries, with the dining sector showing particularly notable expansion. Newcomers and long-time residents alike are seeking a variety of food options that reflect both local and international flavors. This trend highlights a promising market for dining establishments that can cater to diverse tastes and preferences.

In addition to traditional restaurants, the rise of mobile dining options, such as food trucks, has reshaped the food service landscape in Olathe. Food trucks are increasingly popular, particularly at local events and community gatherings, reflecting a demand for flexible, on-the-go dining. This trend suggests that a business model that incorporates both stationary and mobile food services could be well-received in this market.

3.2 Demographic Information (About Olathe, 2024)

- Population: 141,000
- Median Age: 35.4 years
- Gender: Slightly more females (51%) than males (49%)
- Household Size: Average of 3.28 persons per household
- Race and Ethnicity:
    - White: 71%
    - Hispanic or Latino: 12%
    - African American: 6%
    - Asian: 5%
    - Two or more races: 5%

- Median Household Income: $90,435
- Income and employment
    - unemployment rate: 3.2%
    - Total Employed: 77,187
    - Median Home value: $317,900

The high median income suggests a strong consumer base with discretionary spending capacity and power, which is essential for the restaurant and food service industries. Nationwide, consumers typically dine out three times a month and order delivery or takeout 4.5x a month (Foods, 2023). In Olathe, dining out for lunch and dinner remains popular, with fast-casual options being a go-to choice for weekdays and full-service restaurants preferred on weekends. Given this preference, Momma Pham's Kitchen can attract both types of diners by offering a convenient, fast-casual experience during the week and a more immersive dining experience on weekends, possibly through pop-up events or collaborations.

Interest in ethnic cuisine is growing across the U.S., and Olathe is no exception. While traditional American, Mexican, and Italian cuisines are popular, there is also a noticeable shift toward healthier, fresher food options that offer unique flavors. Consumers are increasingly seeking dining options that accommodate special dietary needs, such as gluten-free or vegan diets. Momma Pham's Kitchen can cater to this audience by emphasizing fresh ingredients and customizable dishes that appeal to health-conscious consumers.

The demand for delivery and online ordering has also surged, especially following recent global trends toward convenience-focused dining. Consumers in Olathe appreciate the flexibility of ordering food online, whether for quick lunches at work or for family dinners at home. By offering a robust online ordering system and efficient delivery services, Momma Pham's Kitchen can meet this growing demand and stand out among competitors who may not yet prioritize delivery.

3.3 Dining Habits of Residents

- Frequency of Eating Out:
    - Residents in the US dine out 3 times a month and order take out or delivery 4.5 times per month on average, with families and professionals being frequent customers. According to a survey from 2023 by US foods (Foods, 2023)
    - Lunch and Dinner are the most common meal times for dining out, with fast-casual and casual restaurants being popular during the week, while full-service dining sees higher traffic on weekends.
- Consumer Preferences as observed through Yelp & Google Local Reviews:
    - Preferences lean toward American, Mexican, and Italian cuisines, with an increasing interest in healthier and more diverse food options such as sushi, Mediterranean, and vegetarian/vegan offerings.
    - Food trucks, offering convenience and often unique cuisine, have become a popular choice, especially during community events.

3.4 Trends in the Market

- Growth of Ethnic Cuisine: There is a growing demand for diverse ethnic cuisine, driven by the city's increasing diversity.
- Health-conscious Dining: Restaurants offering healthier options or specialty diets (gluten-free, keto, etc.) are gaining traction.
- Technology in Food Services: Online ordering, delivery services (like UberEats, DoorDash), and food truck tracking apps are increasing convenience and expanding market reach.

Olathe's restaurant market is thriving, with a population that has both the income and dining habits to support continued growth. The city's median income is relatively high, meaning residents have disposable income to spend on dining out. With most residents dining out 2-3 times per week, the restaurant and food truck industry can continue to expand, especially with increasing demand for diverse and healthy dining options.
This landscape, paired with the growing popularity of food trucks, provides ample opportunities for new entrants, particularly those offering unique and healthy dining experiences that cater to the demographic trends seen in Olathe.

3.5 Strengths, Weakness, Oppourtunites and Threat (SWOT) Analysis for Momma Pham’s Kitchen

Strengths

- Authentic Vietnamese Cuisine: Offering traditional dishes like pho, banh mi, and fresh spring rolls will attract customers looking for authentic and unique flavors.
- Healthy and Fresh Ingredients: A focus on nutritious, fresh ingredients appeals to the growing demand for healthy food options.

- Phased Market Entry: Starting with delivery and a food truck minimizes upfront costs, allows for market testing, and builds a customer base before opening a brick-and-mortar location.
- Social Media Marketing: Strong digital marketing strategy can increase brand awareness, engage customers, and drive loyalty.
- Flexibility in Operations: The ability to operate through delivery services and a food truck enables the restaurant to reach different customer segments and test various locations before committing to a permanent space.

Weaknesses

- Limited Initial Capacity: Starting with delivery services and a food truck means restricted capacity and limited menu options, which may hinder revenue generation in the early stages.
- Brand Awareness: As a new player in the market, it will take time and consistent effort to build a recognizable brand, especially with larger or established competitors already present.
- Dependence on Technology: Heavy reliance on delivery platforms and online marketing may limit direct customer relationships and add additional costs (e.g., delivery platform fees).
- Operational Complexity: Transitioning through multiple phases (delivery, food truck, and restaurant) could complicate logistics, requiring strong operational management and planning.

Opportunities

- Growing Demand for Ethnic Cuisine: With increasing cultural diversity in Olathe and the surrounding areas, there is a clear opportunity to introduce and expand Vietnamese cuisine to a receptive audience.
- Health-Conscious Consumers: Momma Pham's Kitchen can cater to a health-conscious market by emphasizing the fresh and nutritious aspects of its dishes, including vegan and gluten-free options.
- Community Events and Festivals: The food truck offers the chance to engage with local festivals, events, and gatherings, tapping into high-traffic venues and gaining exposure.
- Delivery-First Trend: Post-pandemic, delivery and takeout have become a permanent part of consumer behavior. Launching with a delivery model aligns well with these habits and can reach customers who prefer the convenience of home dining.
- Collaboration Opportunities: Partnering with local businesses, participating in farmers' markets, or collaborating with local influencers can increase visibility and credibility within the community.

Threats

- Competition from Established Restaurants: Olathe has a diverse range of dining options, including established Asian restaurants and fast-casual dining chains, which may pose a challenge for market share.

- Economic Factors: Rising food and operational costs, such as those for ingredients and fuel (for food trucks), could affect profitability, particularly during the early phases of the business.
- Uncertain Consumer Preferences: While there is a growing demand for international cuisine, there is no guarantee that Vietnamese food will sustain long-term interest, especially in a suburban market.
- Regulatory and Licensing Hurdles: In all aspects of each phase, operating permits in delivery/catering, food truck and brick-and-motar restaursnts involve navigating city regulations, health codes, and other legal challenges that could delay progress.
- Competition from Ghost Kitchens: The rise of ghost kitchens offering a variety of cuisines through delivery platforms could increase competition without the overhead of brick-and-mortar establishments.

3.5.1 Analysis of Oppourtunity and threats (Yelp 2024) (Various 2024)

Opportunities

- Increasing Diversity and Demand for International Cuisine: As Olathe's population continues to diversify, there is growing demand for ethnic and international cuisine. Momma Pham’s Kitchen can capitalize on this by offering a cuisine that is both unique and accessible. By being one of the few Vietnamese-focused restaurants in the area, it can cater to an underserved market and create a niche for itself.
- Trend Toward Healthy Eating: With more consumers looking for healthier dining options, Momma Pham’s Kitchen can differentiate itself by promoting the fresh and nutritious aspects of its menu. Offering vegan, gluten-free, and low-calorie options can attract health-conscious diners, increasing its market appeal.

- Digital Engagement and Marketing: Social media is a powerful tool for small businesses. By creating visually appealing and authentic content around the food and the story of Momma Pham's Kitchen, the restaurant can engage potential customers and build a strong online community before even opening a physical space.
- Food Truck Scene and Local Events: Olathe and surrounding cities have frequent food festivals and community events, providing an opportunity for the food truck to establish a presence in the local culinary scene. The truck can also serve as a platform for building brand awareness and experimenting with menu items.

Threats

- Established Competitors: Olathe has a competitive dining market, with many well-known restaurants that offer both international and local cuisine. Fast-casual chains, in particular, pose a threat with their established customer bases, greater resources, and marketing power.
- Economic Fluctuations: Rising operational costs, inflation, and potential economic downturns could affect discretionary spending. If customers dine out less frequently due to economic conditions, it could impact revenue, particularly in the early stages when the business is building momentum.
- Market Saturation of Delivery Services: The delivery model, while convenient, is highly competitive. Customers have numerous options to choose from, and it may be difficult for Momma Pham's Kitchen to stand out in the crowded delivery app ecosystem.

- Regulatory Challenges: Local regulations around food trucks, health codes, and permitting can present challenges, particularly in terms of navigating the food truck landscape. Changes in legislation could also affect operational costs and timelines for opening the physical restaurant.

By seizing these opportunities and mitigating potential threats, "Momma Pham's Kitchen" can position itself for success in the Olathe market. Strategic marketing, unique offerings, and efficient phase-based expansion will be critical to overcoming challenges and taking advantage of growth opportunities.

3.6 Competitor Analysis: Vietnamese & Thai Restaurants near Olathe, KS

To effectively position Momma Pham's Kitchen in the Olathe market, it is important to evaluate the existing Vietnamese and Thai restaurants in the area. This analysis focuses on the primary competitors that could pose a threat, as well as their strengths and weaknesses.

1. Pho Good

- Location: Overland Park, KS (10-15 minutes from Olathe)
- Cuisine: Vietnamese
- Strengths:
    - Established Reputation: Pho Good has been in business for several years, with a loyal customer base that frequently visits for its traditional Vietnamese dishes.
    - Signature Dishes: Known for its pho and vermicelli bowls, Pho Good is praised for authentic flavor profiles, particularly in their broths.
    - Large Menu Variety: Offers a wide range of Vietnamese staples beyond pho, including spring rolls, banh mi, and rice dishes.

    - Dine-in Experience: The restaurant provides a cozy dine-in environment that attracts families and residents.
- Weaknesses:
    - Limited Delivery Options: While Pho Good offers takeout, it does not aggressively promote delivery services, which could be an opportunity for Momma Pham's Kitchen to capitalize on with a strong delivery model.
    - Consistency Issues: Some customer reviews indicate inconsistencies in food quality, particularly with to-go orders, which Momma Pham's Kitchen can use as a point of differentiation by ensuring consistent quality through its delivery services.
    - Outdated Digital Presence: Pho Good has a limited social media presence, and its website is not optimized for online ordering, giving Momma Pham's Kitchen an edge in terms of digital marketing and customer engagement.

2. Top Thai cuisine

- Location: Olathe, KS
- Cuisine: Thai
- Strengths:
    - Central Location: Located in the heart of Olathe, Top Thai cuisine benefits from high foot traffic and strong visibility.
    - Popular Lunch Specials: The restaurant offers competitive lunch specials that bring in a consistent flow of customers, particularly local professionals.
    - Varied Menu: Offers a wide variety of Thai dishes, including pad Thai, curries, and stir-fried dishes, catering to a wide audience.

    - Customer Loyalty: With years in the business, Hot Basil has a strong local customer base, many of whom appreciate the spice levels and customizable dishes.
- Weaknesses:
    - Inconsistent Service: Reviews frequently mention slow service during busy hours, especially for dine-in customers. Momma Pham's Kitchen can position itself as a more efficient option, especially during peak hours, through its delivery service.
    - Less Focus on Healthy Options: While Thai cuisine can be healthy, Hot Basil does not actively promote healthier dishes or dietary-friendly options (e.g., vegan, gluten-free). Momma Pham's Kitchen could fill this gap by emphasizing fresh, healthy, and customizable dishes.
    - Weak Digital Presence: Hot Basil has minimal engagement on social media and no streamlined online ordering system, which presents an opportunity for Momma Pham's Kitchen to excel in digital marketing.

3. Pho Saigon Café

- Location: Lenexa, KS (approximately 10-15 minutes from Olathe)
- Cuisine: Vietnamese and Pan-Asian
- Strengths:
    - Wide Range of Asian Cuisine: Pho Saigon Café blends Vietnamese dishes with other Asian cuisines, making it a versatile choice for groups with different preferences.

    - Full-Service Restaurant: With a comfortable dine-in atmosphere, Pho Saigon Café offers a full dining experience, making it a popular choice for weekend family meals.
    - Signature Pho: Known for its rich pho broth, Saigon Café has built a reputation for authentic flavors and large portion sizes.
- Weaknesses:
    - Confusing Menu: The menu offers a mix of Vietnamese and other Asian dishes, which could dilute its authenticity and confuse customers looking for a purely Vietnamese experience. Momma Pham's Kitchen, by contrast, will focus strictly on Vietnamese cuisine, emphasizing authenticity.
    - Moderate Pricing: Saigon Café's prices are slightly higher than similar Vietnamese restaurants in the area. By keeping pricing competitive, Momma Pham's Kitchen can attract budget-conscious diners.
    - Limited Delivery and Takeout Focus: Saigon Café primarily focuses on dine-in customers, with less emphasis on delivery or food truck operations, giving Momma Pham's Kitchen an opportunity to capture the delivery and convenience market in the area.

4. Thai House

- Location: Overland Park, KS
- Cuisine: Thai
- Strengths:

    - Long-Standing Establishment: Thai House has been serving customers for over a decade and is well-known for its pad Thai, curries, and noodle dishes.
    - Consistent Quality: Known for delivering consistently flavorful dishes, Thai House has a loyal customer base, especially for takeout.
    - Affordability: It offers competitive pricing, making it a go-to spot for casual diners and families in the area.
- Weaknesses:
    - Limited Menu Innovation: While Thai House has strong menu staples, it does not offer much innovation or seasonal menu changes. Momma Pham's Kitchen could attract customers by regularly introducing new Vietnamese dishes and emphasizing seasonality and fresh ingredients.
    - Lack of a Food Truck Option: Thai House operates as a traditional restaurant without a mobile or pop-up option, giving Momma Pham's Kitchen an opportunity to capture a more mobile customer base, especially at community events and festivals.
    - Inconsistent Social Media Engagement: Thai House has a limited social media presence and does not engage regularly with customers online, presenting an opportunity for Momma Pham's Kitchen to build a stronger connection with the local community through digital marketing.

Table 3.1: Summary of Competitors' Strengths and Weaknesses

Restaurant	Strengths	Weaknesses
Pho Good	Authentic, established, variety of dishes	Inconsistent quality, limited digital presence
Top Thai Cuisine	Central location, strong lunch specials, loyal base	Inconsistent service, weak online presence
Pho Saigon Café	Full-service, varied Asian cuisine, strong pho	Confusing menu, moderate pricing, limited delivery focus
Thai House	Long-standing, consistent quality, affordability	Limited innovation, no food truck, weak social media

3.7 Key Takeaways for Momma Pham's Kitchen

Delivery-First Model as a Differentiator: Many of the competitors focus on dine-in customers, offering only basic takeout or delivery services. Momma Pham's Kitchen's delivery-first approach in Phase 1 can meet the growing demand for convenience and online ordering, especially in a post-pandemic environment where many people prefer ordering from home.

Strong Digital Presence is a must, not a nice to have. Most competitors have limited engagement on social media and underdeveloped online platforms. A robust digital strategy, focusing on social media marketing, customer engagement, and online ordering, will allow Momma Pham's Kitchen to capture a tech-savvy and engaged customer base. Emphasis on Health and Freshness versus competition. While competitors offer popular dishes, few of them actively promote health-conscious options. Momma Pham's Kitchen can differentiate itself by highlighting fresh ingredients, healthy alternatives, and customizable dietary options such as gluten-free and vegan dishes, catering to the health-conscious market.

Food Truck flexibility is key. The food truck phase will allow Momma Pham's Kitchen to penetrate local events, festivals, and high-traffic areas where most of the competitors have no presence. This mobility will help build brand awareness and attract customers who are looking for convenient, on-the-go dining options.

Competitive pricing and consistent quality to remain competitive. Ensuring competitive pricing while maintaining high quality will be crucial. Some competitors suffer from inconsistent food quality and service, giving Momma Pham's Kitchen an opportunity to stand out by offering consistent, fresh, and affordable meals.

By capitalizing on these opportunities and addressing the gaps left by existing competitors, Momma Pham's Kitchen can carve out a unique position in the Olathe market, becoming a go-to spot for authentic, healthy, and convenient Vietnamese cuisine.

CHAPTER IV: MARKETING STRATEGY

4.1 Brand Position

The goal for Momma Pham's Kitchen is to establish itself as the premier spot for authentic Vietnamese cuisine in Olathe, Kansas, blending tradition with a modern, health-conscious approach. Our branding emphasizes four core messages. First, Momma Pham's Kitchen will showcase Vietnamese dishes made with fresh, locally sourced ingredients, providing a healthier choice for the community. Second, with convenient delivery and food truck options, the business appeals to busy families and individuals. Third, the restaurant, being family-owned, will embrace a community-centric approach, sharing culture through cuisine. Finally, Momma Pham's Kitchen aims to stand out as a brand embodying health, authenticity, and community.

4.2 Public Relations Strategy

To build brand trust and credibility, Momma Pham's Kitchen will pursue media exposure that resonates with the local community. Our PR approach will involve several tactics. A press release will introduce the restaurant to local news and food bloggers, highlighting its unique phased launch, its family-run nature, and the emphasis on health-conscious ingredients. Partnerships with local influencers will extend our reach, allowing us to connect with audiences interested in authentic cuisine. Furthermore, features in regional media, including publications like *Kansas City Star* and *Olathe Daily News*, will provide brand visibility through articles and interviews. Finally, participation in community food events will offer the chance to showcase the brand and provide media kits to attending journalists.

4.3 Social Media Strategy

To engage customers and grow a following, we'll leverage social media platforms, specifically Instagram, Facebook, and TikTok. Instagram will feature vibrant photos, behind-the-scenes moments, and customer testimonials. Through Instagram Stories, we'll share updates on daily specials, food truck stops, and events. Facebook will be a hub for creating events, interacting with local groups, and hosting live cooking demos. TikTok will present short, lively videos of the cooking process, ingredient spotlights, and customer favorites. To foster engagement, we'll encourage user-generated content via a branded hashtag, and host contests where followers can win free meals. These activities will build brand awareness, bringing the Momma Pham experience to customers' feeds daily.

4.4 Direct Mail Strategy

To reach the local community, Momma Pham's Kitchen will utilize direct mail campaigns. We'll design and distribute flyers featuring our menu, contact details for delivery, and food truck schedules. Offering discounts or free items will attract first-time customers. To ensure we're targeting relevant neighborhoods, direct mail will focus on areas within West Olathe and nearby communities. The campaign will also promote a loyalty program, **encouraging r**epeat visits by rewarding customers with points or items, such as a free pho after a certain number of purchases.

4.5 Website Marketing Strategy

Our website will serve as the central digital platform for Momma Pham's Kitchen, offering seamless access to information on menu items, delivery services, food truck locations, and event catering. It will be mobile-optimized, enhancing accessibility for users on smartphones. SEO will play a key role, targeting relevant keywords like "Vietnamese restaurant Olathe" and "pho delivery near me" to increase our online visibility. A blog section will provide engaging content on Vietnamese cuisine, health tips, and family stories, helping to personalize the brand and attract organic traffic. An event listing page will keep customers informed about food truck stops and any community events.

4.6 Community Engagement Strategy

To strengthen community ties, Momma Pham's Kitchen will actively participate in local events and foster connections with residents. Pop-up events at farmer's markets, local festivals, and community gatherings will offer locals a preview of our menu. Charitable partnerships will allow us to give back, whether by providing meals for community events or donating proceeds to local causes. Collaborations with nearby businesses, like coffee shops and fitness studios, will facilitate cross-promotions. Finally, to enhance customer satisfaction, we'll gather feedback on menu items and food truck locations via social media polls and suggestion boxes at events.

4.7 Video Marketing Strategy

Video content will bring the story of Momma Pham's Kitchen to life, deepening connections with potential customers. We'll launch a YouTube channel to share cooking tutorials, spotlight Vietnamese ingredients, and give viewers a look behind the scenes.

Instagram and Facebook Reels will feature short videos of Momma Pham preparing popular dishes and offering quick Vietnamese cuisine insights. Customer testimonials will capture their reactions at events, adding credibility and authenticity to our marketing. Additionally, we'll invest in paid video ads on social media to promote the food truck, delivery services, and special deals.

4.8 Newspaper and Magazine Strategy

To reach a wider audience in the local area, we'll place advertisements in publications like *The Olathe News* and *Kansas City Star*, focusing on our delivery and food truck services. We'll collaborate with lifestyle magazines, such as *Kansas City Foodie*, to feature articles, chef interviews, and recipes. Advertorials will serve to tell the brand story while showcasing our dishes and healthy twist on traditional Vietnamese cuisine.

4.9 Paid Seach Marketing Strategy

Paid search ads will drive online traffic, targeting individuals searching for Vietnamese cuisine in Olathe. Google Ads will focus on phrases like "best Vietnamese food Olathe" and "pho delivery Kansas City," enhancing visibility. Geo-targeting will ensure ads reach people within the delivery range. Retargeting campaigns will bring back visitors who haven't yet placed an order, offering them a discount code as an incentive to make their first purchase.

4.10 Email Marketing Strategy

Building a loyal customer base through email marketing, we'll send a monthly newsletter with updates on the food truck schedule, new menu items, and special discounts. New subscribers will receive a welcome email series introducing Momma Pham's Kitchen, with a discount on their first order. Special event announcements, such as pop-ups or seasonal offerings, will be shared via email to keep customers engaged.

4.11 Marketing Strategy Summary

Through this comprehensive marketing strategy, Momma Pham's Kitchen will drive brand awareness, build a dedicated customer base, and support short-term success and long-term growth across delivery, food truck, and restaurant phases

Momma Pham's Kitchen's marketing strategy combines branding, PR, social media, direct mail, website optimization, community engagement, video, print media, paid search, and email marketing to establish the brand as Olathe's top choice for authentic Vietnamese cuisine. By emphasizing fresh, locally sourced ingredients and a family-centered, community-oriented approach, this plan aims to connect with the local audience across multiple touchpoints. Each component, from strategic media partnerships to interactive social media tactics, is designed to drive customer engagement, foster loyalty, and build a strong foundation for growth as the business expands from delivery and food truck phases to a full-scale restaurant. This comprehensive strategy ensures that the brand story resonates throughout Olathe, creating a lasting impact on the community.

CHAPTER V: OPERATING MODEL

5.1 Phase 1: Meal Delivery Service

The initial goal is to build Momma Pham's Kitchen's brand presence, grow a customer base, and test the product offerings via delivery and catering services.

5.1.1 Service Model (End-to-End Experience)

Orders and deliveries will be managed through partnerships with third-party delivery platforms like UberEats or DoorDash, and through a direct ordering website powered by platforms such as Square or Toast. Focus on customer experience will include high-quality packaging and timely deliveries, with a simplified catering menu for events. The menu will feature a limited selection of signature items, such as pho, banh mi, fresh spring rolls, and catering platters.

5.1.2 Meal Delivery Service Technology

The business will utilize an online ordering system through Square or Toast for streamlined order management, integration with delivery services, and tracking customer preferences. A cloud-based POS system will integrate with these delivery services, while post-delivery surveys embedded in the ordering system will gather feedback on food quality and delivery experience.

5.1.3 Staffing & Hiring

Staff needs will be minimal, starting with two or three chefs or kitchen assistants and one or two delivery coordinators. Roles include a head chef (owner, family member, or hired) focused on quality control and cooking, prep assistants for ingredient preparation and meal packaging, and a delivery coordinator to oversee orders and coordinate with third-party services. The hiring strategy will rely on food industry staffing platforms or local job boards to recruit candidates.

5.1.4 Kitchen Operations & Equipment:

To support this phase, the business will rent a commercial kitchen, ideally a shared or commissary space with flexible rental agreements. Essential equipment includes large stockpots for pho broth, professional-grade slicers for banh mi ingredients, prep tables, refrigeration units for fresh ingredients, and packaging supplies. Batch preparation and portioning will be key strategies to facilitate efficient and rapid fulfillment, especially during peak hours.

5.2 Phase 2: Food Truck Operations

Phase 2 aims to expand Momma Pham's Kitchen's visibility at local events and in high-traffic areas, enabling direct customer interaction.

5.2.1 Service Model (End-to-End Experience)

The food truck will offer mobile ordering, accessible via a mobile-friendly system integrated with GPS tracking for customers to locate the truck. Walk-up orders will be available, but the pre-order option via the app will help shorten wait times. The food truck will feature both grab-and-go items like banh mi and ready-to-eat meals such as pho served in containers. A loyalty rewards program, offering incentives like a free meal after five purchases, will promote repeat visits.

5.2.2 Food truck Technology

A mobile POS system, such as Square for Restaurants, will handle walk-up orders and online pre-orders. Customer tracking will be managed through loyalty apps or QR code-based promotions, and mobile GPS tracking apps, like Where's The Foodtruck, along with social media updates, will provide real-time location details for customers.

5.2.3 Staffing & Hiring

The food truck will require a small team, including one to two cooks, one cashier or order taker, and a prep assistant. The owner or a trusted manager will operate the truck. Key roles include the cashier, responsible for handling the POS, customer engagement, and business promotion, and the prep assistant, who will handle ingredients, assist in taking orders, and help serve customers. Recruitment will focus on hiring energetic, customer-facing staff to engage with patrons at events and festivals.

5.2.4 Kitchen Operations & Equipment

The food truck will be outfitted with essential equipment, such as flat-top griddles, fryers, steam tables, and refrigeration units. Batch prep will continue in the commissary kitchen used in Phase 1, allowing for more space and time savings on the truck. Efficiency will be achieved by pre-cooking pho broth and keeping it warm in steam tables, while the banh mi and spring rolls will be prepared for quick assembly.

5.3 Phase 3: Brick-and-Mortar Restaurant

The final phase will establish a full-service dining experience at a permanent location while maintaining delivery and catering as supplementary revenue streams.

5.3.1 Service Model (End-to-End Experience)

The restaurant will offer a dine-in experience complemented by takeout and delivery. Traditional Vietnamese décor will enhance the ambiance and cultural experience. The expanded menu will feature a full range of Vietnamese dishes, including seasonal specials and chef's recommendations. Customer engagement will continue with loyalty programs and community events, such as grand opening discounts and cooking classes.

5.3.2 Resturant Technology

A comprehensive POS system, like Toast, will support all facets of restaurant operations, including dine-in, in-house online ordering, delivery apps, and a reservation system. Kitchen display systems will reduce errors by ensuring efficient order tracking. Additionally, platforms like OpenTable will manage reservations, while inventory management software will track ingredient usage and minimize food waste.

5.3.3 Staffing & Hiring

The restaurant will expand its team to include one general manager, a head chef, three to four kitchen staff, four to five servers, a host, and two to three dishwashers. In-house delivery drivers may also be added to the team. The hiring strategy will focus on recruiting individuals who are passionate about customer service, kitchen excellence, and operational efficiency, creating a strong restaurant culture centered on quality, freshness, and community. Regular training will emphasize customer service, Vietnamese cuisine, and strategies for handling high-traffic service hours.

5.3.4 Kitchen Operations & Equipment

A fully equipped commercial kitchen will be designed with separate stations for prep, cooking, and plating to streamline operations. Equipment will include specialized pho broth boilers, woks, rice cookers, fryers, and grills for banh mi meats, alongside refrigeration units for produce, herbs, and proteins. Additional elements will include ventilation systems and dishwashing equipment. Well-defined station roles for prep, cooking, plating, and cleaning will ensure smooth, efficient operations, particularly during busy service hours.

CHAPTER VI: FINANCIAL OVERVIEW & BREAK EVEN ANALYSIS

This business model progresses through three phases: Meal Delivery Service, Food Truck Operation, and Brick-and-Mortar Restaurant. By starting with lower capital-intensive phases, the concept tests market demand, builds brand presence, and generates revenue streams. Each phase's financials are projected to maintain a profitable revenue stream and annual profit margins through optimized cost management and strategic revenue targets.

6.1 Phase 1 – Meal Delivery Service - Financial Overview

Summary: The Meal Delivery Service establishes a foundational customer base with low initial capital requirements, leveraging a commercial kitchen rental model.

Financial Assumptions:

- Average orders per month = 150 or 5 orders per day per month.
- Average order size: $30
- Key cost driver: 30% delivery platform fees

Table 6.1: Phase 1 – Meal Delivery Service Income Statement Projection (Monthly & Yearly View)

Line Item	Monthly	Annual
Revenue	$4,500.00	$54,000.00
Cost of Goods Sold	$450.00	$5,400.00
Gross Profit	$4,050.00	$48,600.00
Operating Expenses		
Kitchen Rent	$450.00	$5,400.00
Packaging & Delivery Costs	$450.00	$5,400.00
Delivery Platform Fees (30%)	$1,350.00	$16,200.00
Staffing	$1,000.00	$12,000.00
Utilities	Included in Kitchen Rent	Included in Kitchen Rent
Marketing & Ads	$100.00	$1,200.00
Insurance & Miscellaneous	$100.00	$1,200.00
Net Operating Income	$600.00	$7,200.00

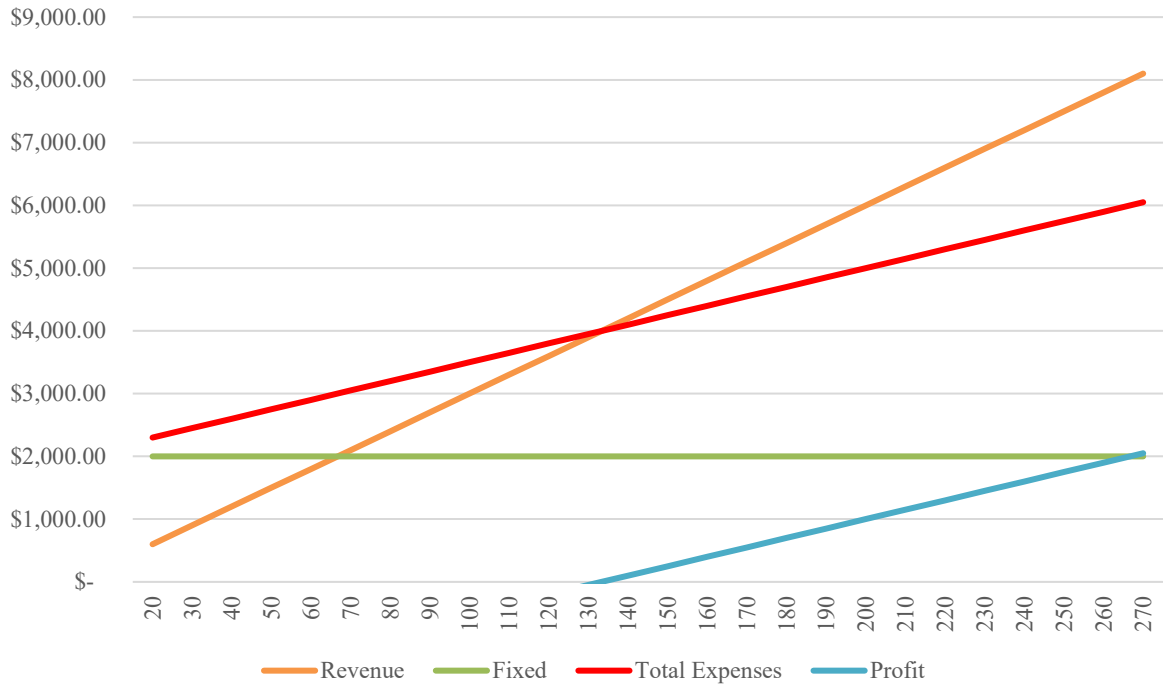
This table assumes the average orders per month will be 150 meals sold at an average order size of $30 dollars per meal. Monthly Order goals is to maintain profitability for the next stage as well as ensuring success of the meal delivery stage. *Break even Analysis Breakdown* in Table 6.2 is as follows, assumptions for monthly and yearly order goals:

- Average Order amount = $30 per order
- Monthly order goal = 150 orders
- Breakeven analysis = 134 orders
- Varaiable expenses is per unit costs that allows cost of meal expensesof the 150 unit goal
- Contribution margin is per dollar unit additional margin of the meal

Table 6.2: Phase 1 – Meal Delivery Service – Break Even Analysis in Units

	Unit	Total
Units Sold	150	
Price	$30	
Revenue		$4500
Variable Expenses	$15	$2250
Contribution margin	$15	$2250
Fixed expenses		$2000
Profit		$250
Break even in units	134	

Figure 6.1: Delivery Phase Break Even Graph comparison
Note: Profit does not start until past break even point



6.2 Phase 2 – Food Truck Operations - Financial Overview

Summary: With a mobile food truck model, the business reaches a wider market with moderate upfront costs. Profitability is sustained through operational efficiency and high-customer traffic.

Financial Assumptions:

- Average number of Customers Per Month: 1500
- Average order size: $30
- Income is based on order goal of 1500 meals a month.

Table 6.3: Phase 2 – Food Truck Operations Income Statement Projection (Monthly & Annual View)

Line Item	Monthly	Annual
Revenue	$ 45,000.00	$ 540,000.00
Cost of Goods Sold	$ 9,500.00	$ 114,000.00
Gross Profit	$ 40,500.00	$ 486,000.00
Operating Expenses		
Truck Lease	$ 2,500.00	$ 30,000.00
Fuel & Maintenance	$ 600.00	$ 7,200.00
Staffing	$ 7,500.00	$ 90,000.00
Marketing	$ 1,000.00	$ 12,000.00
Point of Sale System (10% of transaction	$ 4,500.00	$ 54,000.00
Insurance & Miscellaneous	$ 300.00	$ 3,600.00
Net Operating Income	$ 19,100.00	$ 229,200.00

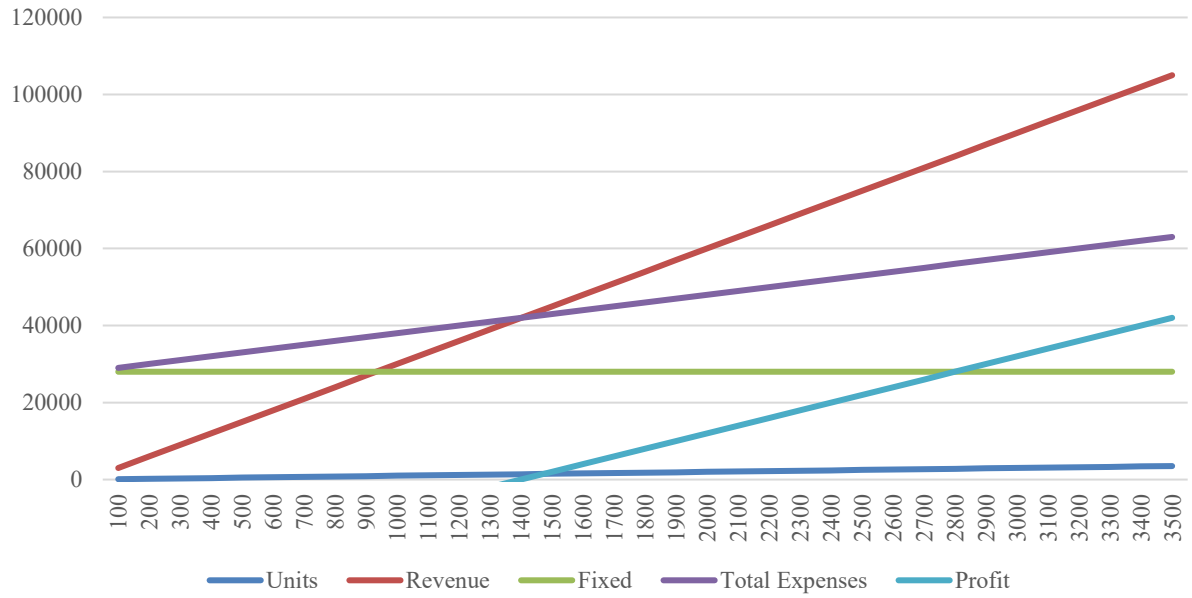
Break even analysis assumptions:

- Average Order amount = $30 per order
- Monthly order goal = 1500 orders
- Breakeven analysis = 1400 orders

Table 6.4: Phase 2 – Food Truck Service – Break Even Analysis in Units

	Unit	Total
Units Sold	1500	
Price	$30	
Revenue		$ 45,000.00
Variable Expenses	$10	$ 15,000.00
Contribution margin	$20	$ 30,000.00
Fixed expenses		$ 28,000.00
Profit		$ 2,000.00
Break even in units	1400	

Figure 6.2: Food Truck Phase Break Even Graph comparison



6.3 Phase 3 – Brick-and-Mortar Resturant Financial Overview

Summary: A permanent location enhances brand presence and customer loyalty.

Financial Assumptions:

- Average number of meals per month: 3000
- Average order size: $40
- Income is based on average number of meals per month

Table 6.5: Phase 3 – Brick-and-Mortar Operations Income Statement Projection (Monthly & Annual View)

Line Item	Monthly	Annual
Revenue	$120,000.00	$ 1,440,000.00
Cost of Goods Sold (COGS)	$22,000.00	$ 144,000.00
Gross Profit	$108,000.00	$ 1,296,000.00
Operating Expenses		
Rent	$7,500.00	$ 90,000.00
Staffing	$25,000.00	$ 300,000.00
Utilities	$1,500.00	$ 18,000.00
Marketing	$1,000.00	$ 12,000.00
Point of Sale System	$12,000.00	$ 144,000.00
Insurance & Miscellaneous	$1,000.00	$ 12,000.00
Net Operating Income	$50,000.00	$ 600,000.00

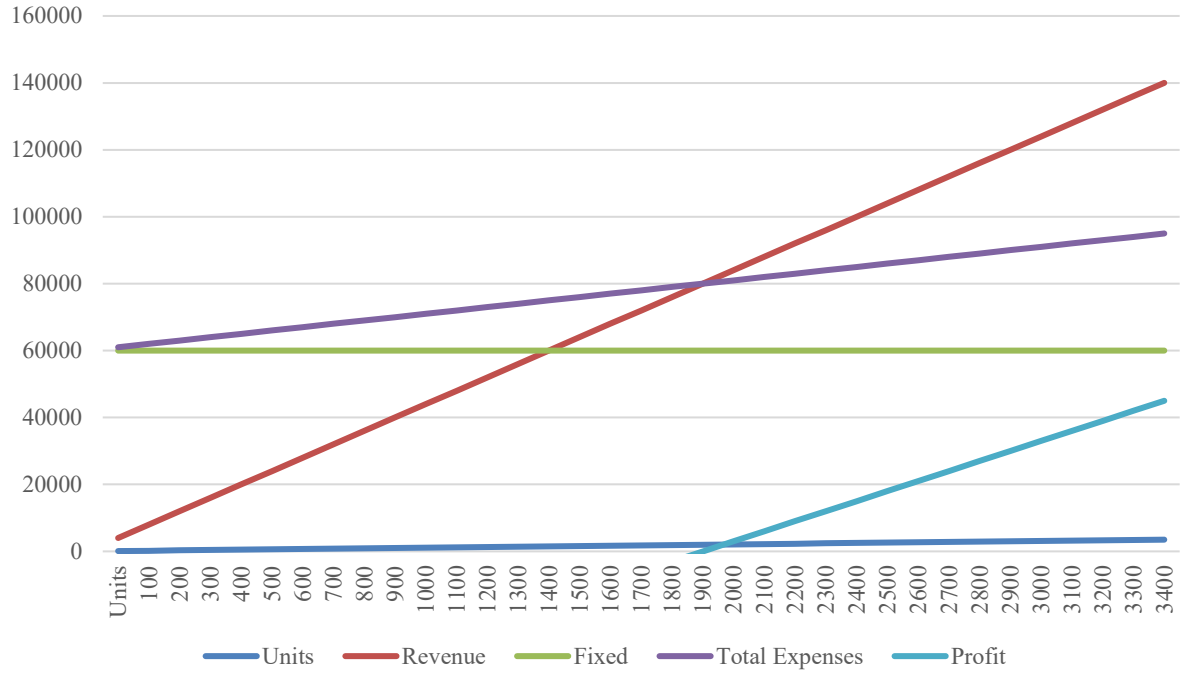
Breakdown: Consistent customer flow and streamlined operations allow for a stable profit margin. Operating expenses are balanced through efficient labor management and steady customer volume. Break down of monthly expenses with an assumption of $40 per average ticket price with a goal of selling 3000 orders per month. Break even number of orders average order price would be 2000 orders per month.

Table 6.6: Phase 3 – Brick-and-Mortar Operations Break Even Analysis in Units

	Unit	Total
Units Sold	3000	
Price	$40	
Revenue		$ 144,000.00
Variable Expenses	$10	$ 36,000.00
Contribution margin	$30	$ 108,000.00
Fixed expenses		$ 60,000.00
Profit		$ 48,000.00
Break even in units	2000	

Break even is in units sold with the financial assumption that there will be 3000 meals or units sold. The price is the cost of one meal.

Figure 6.3: Brick and Mortar Phase – Break Even Graph Comparison



6.4 Net Present Value and Initial Rate of Return Analysis

Net present value analysis allows for understanding the investment over time and whether or now the investment will be profitable over time. Momma Pham's Phased approach allows for a the profitability to remain steady over the course of 10 years and allows for heavy investment at the beginning of each phase. Year 0, Year 2 and Year 5

have the largest investment years of time due to the amount of initial investment into the next phase.

Table 6.7: Net Present Value Analysis for all Phases of Momma Pham's Kitchen

(See Table 6.7 – in Appendix for complete information.)

Table 6.8: Summary of NPV over 10 Years and IRR Breakdown

Summary of NPV over 10 years and IRR					
Discount rate	6%	Discount rate	10%	Discount rate	14%
NPV	$2,388,439.17	NPV	$1,530,169,69	NPV	$999,538.43
IRR	218%	IRR	238%	IRR	216%

The analysis assumes that price, costs and volumes do not change over time and Momma Pham's daily order amounts and monthly order goals are achieved over time. NPV for each discount rate over the 10 year period remains strong and IRR for each discount rate also brings in profitable gains.

CHAPTER VII: BUILDING SUCCESS THROUGH SMALL INVESTMENTS AND SCALING

In order to test the theory and recommendations for a startup venture, four businesses were interviewed. These businesses provided valuable insights into the effectiveness of a low initial investment strategy, the benefits of growth through flexibility and marketing, and the phased transition from meal delivery services to food truck operations. All four businesses were based in the Kansas City metro area, and they represented a wide variety of cuisines, allowing for a more comprehensive market analysis. The food trucks and stalls interviewed included Kimchi and Bap, I'll Be Dogged, KC Smoke Burger, and Taco Ruby's. The testimonies of these business owners offer a deeper understanding of how small investments, marketing strategies, and gradual expansion can lead to long-term success.

Table 7.1: Summary of businesses interviewed

Business Name	**Kimchi and Bap**	**I'll Be Dogged**	**Taco Ruby's**
Cuisine	Korean	American	Taco's
Date Open	April 2022	June 2021	Dec 2023
Location	Lenexa, KS	Kansas City, MO	Kansas City, KS
Description	Small Pop up shop now stall serving Korean favorites	Food Truck in the heart of the KC metro area serving upscale hot dogs and other American flavors	Mexican Food Truck serving the most popular types of tacos. Specializing in Hispanic Events

7.1 Low Initial Investment Strategy

Out of the four businesses interviewed, three of them—Kimchi and Bap, I'll Be Dogged, and Taco Ruby's—began as food concepts with minimal startup costs. Despite their different backgrounds and cuisines, they all shared a common approach: keeping initial investments low while focusing on creating high-quality food and top-tier marketing.

Kimchi and Bap, led by owner Lisa, is rooted in her desire to bring authentic Korean home cooking to the Kansas City area. She started small, with a modest budget, prioritizing her marketing efforts to build a loyal customer base. Her story highlights the importance of maintaining the authenticity of her Korean heritage while delivering her concept in a way that resonates with her audience.

I'll Be Dogged, a food truck that specializes in chili dogs, began with a passion for bringing unique flavors to Kansas City. The owner strategically started small, with an emphasis on developing bold, memorable flavors. The low initial investment allowed them to test their product without the pressure of large financial commitments.

Taco Ruby's, a family-owned food truck, was born out of the desire to create a business that could generate significant revenue with minimal upfront costs. The owners, a migrant family, found that starting with a low investment strategy allowed them to bring authentic Mexican food to Kansas City while keeping their prices competitive. Their approach allowed them to penetrate an already saturated market by offering quality food at affordable prices.

For each of these businesses, the lower initial investment strategy provided them with the flexibility to adapt and grow without being weighed down by financial burdens. This approach also enabled them to take calculated risks, which ultimately contributed to their long-term success.

7.2 Growth through Flexibility and Marketing

One of the most important aspects of growth for each of the interviewed businesses was their ability to remain flexible in their operations while leveraging smart marketing strategies to build brand awareness. Flexibility in business operations allowed them to

adapt to changing market conditions, while effective marketing helped them capture and retain a steady customer base.

The marketing strategies employed by these businesses included a strong focus on social media, partnering with local events, and setting up in locations with a constant flow of potential customers. These methods helped them establish a presence in the Kansas City metro area, leading to increased visibility and steady growth.

Social Media Marketing: All four businesses heavily relied on social media platforms such as Instagram and Facebook to promote their offerings, showcase their unique dishes, and communicate directly with customers. By engaging with their audience online, they were able to create excitement around their food and keep their followers informed about new locations or menu items.

Partnerships with Local Events: Each business capitalized on the vibrant local event scene in Kansas City. By partnering with popular events, such as food festivals, car races, and cultural gatherings, they were able to attract a diverse range of customers. These partnerships provided exposure to large crowds, boosting their visibility in the community.

Strategic Location Choices: Location played a crucial role in the success of each business. For example, Kimchi and Bap established a food stall at the Lenexa Public Market, which is frequented by both government and corporate employees. I'll Be Dogged parked its food truck near the federal courthouse in Kansas City, Missouri, where government employees and courthouse visitors provided a reliable customer base. Taco Ruby's, on the other hand, partnered with local car racing events, which allowed them to cater to a specific, enthusiastic audience.

Each of these businesses demonstrated that growth is not just about expanding in size but also about smart decision-making, including where and how to market their food. Their ability to remain flexible and responsive to their customers' needs was key to their continued growth and success.

7.3 Transition from Pop Up to Food Truck of Stall

The final phase of growth for many of these businesses was the transition from pop-up events to permanent food trucks or stalls. This progression allowed them to establish a more permanent presence in the Kansas City food scene while maintaining the flexibility of a mobile business.

One of the most successful examples of this transition is Kimchi and Bap. Initially, the business started by hosting pop-up events at various locations around the city. Over the course of 15+ pop-ups, Kimchi and Bap developed a strong following, thanks to their homestyle Korean dishes and consistent marketing efforts. Their pop-up events were strategically located at venues that attracted a steady stream of customers, such as the Lenexa Public Market.

After gaining a loyal customer base and building brand recognition through their pop-ups, Kimchi and Bap decided to take the next step by investing in a permanent food stall at the Lenexa Public Market. This allowed them to offer their food in a consistent location, giving customers a reliable place to find their favorite dishes. The partnership with Lenexa Public Market also provided additional marketing support, as the market's social media presence helped boost Kimchi and Bap's visibility even further.

This phased approach—from pop-up events to a permanent food stall—allowed Kimchi and Bap to scale their business without overextending themselves financially. By

taking gradual steps and focusing on building a loyal customer base first, they were able to transition smoothly into a more permanent operation while still retaining the flexibility and appeal of a small, local business.

CHAPTER VIII: FINANCIAL RISK MITIGATION FOR MOMMA PHAM'S KITCHEN

8.1 Phase 1: Meal Delivery Service

Key Financial Risks include revenue shortfall, high variable costs and unexpected startup overruns. Revenue short fall could lead to revenue that falls short of operating costs, and impacting cashflow. High variable costs such as delivery service fees, packaging, and ingredients can impact profit margins. Lastly, unexpected startup overruns including kitchen equipment rental, or inventory projections over forecasts can impact key financial results.

Mitigation Strategies during this period can include cash reserve, profit analysis, managing variable costs and insuring there is revenue diversifications. Cash reserves include allocating an additional 10% of initial startup costs as a contingency to cover unexpected expenses, ensuring operations are not disrupted if initial costs exceed estimates. Regularly conduct break-even analyses to ensure pricing and average order size cover both fixed and variable costs. Adjust order minimums or delivery fees as needed to maintain margins. Another way to mitigate risk is to negotiate fixed delivery rates or discounts with delivery platforms to limit the impact of per-order fees on profitability. For packaging and ingredients, explore bulk purchases or substitute ingredients that offer similar quality at a lower cost. Revenue diversification can include supplementing revenue through catering or bulk order discounts to reduce dependency on individual meal orders and increase revenue stability.

8.2 Phase 2: Food Truck Expansion

Key Financial Risks during this phase and can include a high initial investment, fule and maintence costs and cash flow constraints. During this phase, the riskiest portion

will be the food truck procurement, as discussed earlier, the food truck and necessary equipment require significant capital, which increases financial exposure. Another expenditure with this phase is the fuel and maintenance costs, these variable expenses include rising fuel prices and potential equipment repairs could create unpredictable operating expenses. Lastly, cash to flow constraints need to be managed carefully and accurately, with higher monthly expenses, cash flow must be carefully managed to meet payroll, fuel, and ingredient costs.

Mitigation Strategies during this phase includes, Leasing vs. Purchasing Analysis, Cost Control Plan for Ingredients & Fuel, Cash Flow Forecasting, and Inventory Turnover Management. The leasing and purchasing analysis includes leasing the food truck rather than purchasing it to lower the initial investment, reduce debt obligations, and maintain liquidity. This flexibility also limits maintenance liabilities. Being able have a cost control plan for ingedients and fuel will mitigate financial risk by regularly review ingredient costs and establish contracts with suppliers for bulk discounts. Implement a fuel allowance to monitor and control fuel expenses, and consider energy-efficient options to mitigate fuel dependency. Another strategy is cash flow forecasting, Momma Pham's will need to develop a weekly cash flow forecast to monitor income from sales versus expenses like inventory, fuel, and payroll. This proactive planning will prevent cash shortfalls and ensure timely payment of operational costs. Lastly, Inventory management and turn will need to be controlled, controlling ingredient purchases and monitoring inventory turnover to prevent food waste, thereby keeping costs down. Invest in inventory management tools to align ordering with demand and limit spoilage

8.3 Phase 3: Brick-and-Mortar Resturant

During the Brick-and-Mortar Phase Key Financial Risks include High fixed costs, customer volume fluctuations, and increased overhead. Labor costs and oppourtunity to find the right hires as well as fixed costs including the restaurant's lease, utilities, and staffing costs are significant fixed expenses that need to be consistently covered by revenue. With any business venture, customer volume fluctuations vary in several ways, seasonal variations and fluctuations in customer traffic can disrupt revenue flow, posing a challenge to meeting monthly expenses. Lastly, increase overhead adds on additional operational costs, such as increased staffing and utilities, could reduce profit margins if not carefully managed.

Several mitigation Strategies will be brought into this phase including; Three-Month Working Capital Reserve, Dynamic Pricing Strategy, High-Volume Sales Events and Labor Cost Optimization. With capital reserve, Momma Pham's will maintain a working capital reserve covering three months of operating costs to handle revenue fluctuations, payroll, and unexpected expenses without disrupting operations. Dynamic pricing allows the restaurant to adjust menu pricing based on seasonal ingredients and peak times to offset fixed costs while remaining competitive. Introduce value-added services like pre-fixed menus during off-peak hours to balance revenue during slower periods. For boosts in revenue, high-volume sales events will be a way to boost revenue by hosting special events (e.g., holiday dinners, tasting events, or cultural nights) to attract large groups, which will increase both volume and revenue, thus helping to cover fixed expenses. Additionally, labor cost optimization will allow for efficiency, scheduling staff based on peak hours and cross-train employees to reduce overall labor costs without sacrificing

service quality. Monitor daily revenue to labor ratios for efficiency in scheduling and staffing levels.

8.4 Contingency Planning and Long Term Financial Stability

Momma Pham's Long-Term Financial Stability Risks include Economic Downturn, Scalability Challenges, and Emergency Expenses. Changes in the economy may reduce consumer spending, impacting customer volume and average order size. Rapid growth can lead to scaling issues, straining financial resources and potentially causing cash flow challenges. Lastly, Unforeseen events such as equipment failure, natural disasters, or regulatory changes could result in significant unplanned expenses.

Long term mitigation strategies for Momma's Pham's Kitchen will include an emergency cash reserve, business insurance coverage, growth pacing and scalability assessments and financial flexibility with lines of credit. With Cash reserve, the restaurant can maintain an emergency cash reserve equal to 10–15% of annual operating expenses to address urgent needs without disrupting cash flow. With business insurance coverage, it's important to invest in comprehensive insurance, covering property, liability, and business interruption, to protect against major losses due to accidents, equipment failure, or other incidents. For unexpected growth, Momma Pham's will pace expansion into new phases and conduct feasibility analyses before investing heavily in growth. Avoid over-leveraging assets, and plan capital-intensive expansions in alignment with cash flow projections and market conditions. Lastly, financial flexibility with credit mitigates rish by establishing lines of credit or access to small business loans to provide financial flexibility. Use these strategically as short-term cash flow solutions rather than primary financing methods.

By implementing these targeted financial risk mitigation strategies, the restaurant can establish a stable foundation and effectively manage financial risks. This approach will support a sustainable profit margin across each phase, maintain liquidity, and safeguard the business against both foreseeable and unforeseen challenges.

CHAPTER IX: CONCLUSION

This business plan outlines a comprehensive strategy for establishing, expanding, and sustaining *Momma Pham's Kitchen*, a Vietnamese dining concept set to flourish in Olathe, Kansas. Through careful planning across three growth phases—Meal Delivery Service, Food Truck, and Brick-and-Mortar Restaurant—this venture aims to bring authentic Vietnamese flavors to the community, focusing on quality, affordability, and health-conscious ingredients. Each phase is meticulously crafted to build customer awareness, minimize risk, and adapt to increasing demand as the business grows.

9.1 Key Insights and Strategic Progression

The phased approach ensures a gradual, low-risk entry into the market, allowing us to test demand while establishing a loyal customer base. **Phase 1**, the Meal Delivery Service, serves as a cost-effective entry point with manageable startup costs and relatively low fixed expenses. By keeping the break-even target at an attainable level (433 orders per month), this phase aims to validate demand, refine operational efficiency, and build brand recognition without excessive financial strain.

Building on the success of the initial phase, **Phase 2**, the Food Truck, introduces *Momma Pham's Kitchen* to a broader customer base, leveraging high-traffic locations and events to increase visibility and drive growth. While the initial capital outlay is higher, the food truck phase offers the advantage of mobility and relatively lower ongoing operating costs compared to a brick-and-mortar establishment. This phase enhances brand presence and helps secure a revenue stream that stabilizes the business as it prepares for further expansion.

In **Phase 3**, the brick-and-mortar restaurant embodies the final stage of this growth plan. With solid brand recognition and an established customer base, *Momma Pham's Kitchen* will be strategically positioned to capture dine-in, takeout, and delivery customers at a fixed location. Although this phase involves the most significant capital investment, its success is supported by insights and customer relationships gained from the previous two phases. Achieving profitability at a higher customer volume target, this phase marks the transition to a sustainable, long-term presence in the Kansas dining landscape.

9.2 Financial Viability and Profitability Targets

Financially, this plan is grounded in careful budgeting, realistic revenue projections, and a disciplined approach to risk management. Our financial assumptions, including an average order size of at least $15 and a targeted annual profit margin of 15%, support sustainable profitability across each phase. Each phase's break-even analysis highlights achievable targets that align with realistic customer volume expectations and optimized pricing strategies.

To ensure stability, this plan incorporates robust financial risk mitigation strategies. Maintaining cash reserves, negotiating favorable supplier terms, and regularly adjusting budgets in response to performance metrics will strengthen our financial position, reduce debt dependency, and support a flexible, scalable operation. Additionally, contingency planning provides safeguards against potential economic downturns and unforeseen expenses, securing the business's financial resilience.

9.3 Operational Excellence and Community Impact

The success of *Momma Pham's Kitchen* will be driven not only by sound financial strategies but also by operational excellence and a commitment to the community. Each

phase emphasizes efficient management of resources, consistent quality control, and customer-centric service. By leveraging technology, training, and strategic partnerships, we ensure that each customer interaction reflects our core values of authenticity, quality, and community connection.

Beyond financial success, *Momma Pham's Kitchen* aims to make a positive impact by promoting Vietnamese cuisine, celebrating cultural diversity, and offering a healthy, delicious dining option to residents in Olathe and beyond. This commitment to our roots and community builds a solid foundation for sustainable growth, as our customers are not only drawn by the food but also engaged by the brand story and cultural experience we bring to them.

9.4 Final Reflection and Future Outlook

Momma Pham's Kitchen is poised to bring something new and exciting to the Olathe area, offering a distinctive Vietnamese dining experience that grows and evolves with the community. By methodically testing, refining, and expanding our business model, we are set to deliver value to our customers and profitability to our business in a way that mitigates risk and promotes longevity.

Our ultimate vision is to create a lasting culinary presence that remains financially sound, operationally efficient, and deeply connected to the people we serve. Through our dedication to authentic flavors, careful financial stewardship, and phased growth, *Momma Pham's Kitchen* will become not just a restaurant, but a beloved local institution.

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APPENDIX

Table 6.7: Net Present Value Analysis for all Phases of Momma Pham's Kitchen

Period	Year 0	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10
Delivery Cash outflow	$(8,500)	$(6,000)	$(6,000)	$(6,000)	$(6,000)	$(6,000)	$(6,000)	$(6,000)	$(6,000)	$ (6,000)	$ (6,000)
Delivery Cash inflow		$32,400	$32,400	$32,400	$32,400	$32,400	$32,400	$32,400	$32,400	$32,400	$32,400
Food Truck Cash Outflow	-	-	$(92,000)	$(12,000)	$(12,000)	$(12,000)	$(12,000)	$(12,000)	$(12,000)	$(12,000)	$(12,000)
Food Truck Cash inflow	-	-	$64,800	$64,800	$64,800	$64,800	$64,800	$64,800	$64,800	$64,800	$64,800
Brick & Mortar Cash Outflow	-	-	-	-	-	$(236,000)	$(36,000)	$(36,000)	$(36,000)	$(36,000)	$(36,000)
Brick & Mortar Cash Inflow	-	-	-	-	-	$126,000	$126,000	$126,000	$126,000	$126,000	$126,000
Discounted Net cash flow @ 6%	-	$22,466	$98,856	$92,173	$189,290	$376,461	$330,561	$486,696	$633,462	771,422	$901,105
Discounted Cumulative Cash flow @ 6%	(8,500)	$7,966	$856	$104,173	$177,290	$128,461	$294,561	$450,696	$597,462	$735,422	$865,105
Discounted Net Cash Flow @ 10%	-	$21,510	$101,439	$90,575	$158,198	$332,458	$276,892	$417,683	$544,395	$658,435	$761,072
Discounted cumulative Cash flow @ 10%	$ (8,500)	$15,510	$3,439	$78,575	$146,198	$84,458	$240,892	$381,683	$508,395	$622,435	$725,072
Discounted Net Cash	-	$20,554	$96,108	$81,965	$143,762	$305,267	$241,202	$358,106	$458,643	$545,105	$619,462

Flow @ 14%											
Discounted cumulative Cash flow @ 14%	$ (8,500)	$14,554	$ (1,892)	$69,965	$131,762	$57,267	$193,202	3$10,106	$410,643	$497,105	$571,462