



**DTU Management Engineering
Technical University of Denmark**

42435 – 2009

Knowledge based entrepreneurship

Group 13

Project

Evergreen Catering Service

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Executive Summary

The purpose of this business plan is to raise 562,500DKK from an investor. Evergreen Catering Service is dedicated to supplying high quality food to elderly people who without assistance can not obtain such amenities on their own.

The Team

The Management team is a multi-cultural group of DTU students each with a 10% share in the company with personal money invested. The investor will receive a 50% share in the company allowing them to hold an equal voting right when it comes to business decisions.

The Service

Because the elderly can be restricted to their homes by physical impairments and other disabilities they tend not to have access to higher quality dining. There are currently programs in place to serve the elderly meals, but these meals are prepared in mass at canteens and generally are of lower quality due to the mass production.

The quality of life of an elderly person can be improved by simply giving them access to food that they otherwise would not be able to acquire. This service would allow elderly people to stay in their homes longer and not force them to move into a nursing home before it was truly necessary. This helps the public by cutting down on taxes that go towards keeping the elderly in nursing homes.

With the assistance of Ældre Sagen, an elderly outreach group, we hope to reach our target group of the home bound elderly.

The offer

We seek 562,500DKK from an investor with experience in either the delivery service market or the food industry. For the investment, the returns are:

- 50% equity in Evergreen Catering Service
- Double on initial investment by year 5
- Yearly dividend payments
- Performance based repayment of 36% of initial investment after year one

- History and Background.

In the first stages of our teams business idea development it was agreed that we would search for opportunities and our business idea would be built around these potential market openings. In the stages of brainstorming we focused on generating a list of problems that could be solved. Our team, consisting of members from four different nations, then used our diverse outlook on the marketplace to come up with creative ways of solving the issues we had identified.

Drawing from our multi-national background we saw an opportunity in Denmark for a delivery service tailored to the elderly population, specifically those elderly with mobility impairments that prevent them from leaving their homes without assistance. We saw this as a fruitful business opportunity because there is an obvious pain and obvious target group. To take advantage of this opportunity our business concept is to supply the elderly population access to fine dining establishments that they would not be able to acquire on their own because of their movement restrictions. “If Mahomet will not come to the mountain, the mountain must go to Mahomet.”

We decided the best method to take advantage of this opportunity is to create a service based logistic company. Our concept is to match our target group, elderly people with movement restrictions who are already acquiring help from an outside source, to our suppliers, fine dining establishments. Our delivery service would establish relations with our target group and relations with fine dining establishments and connect these two groups with a benefit to both. Our function is in parallel to government care for the elderly. The government would like the elderly population to be as independent in their homes as possible and out of tax funded retirement homes. By creating our business it will help the elderly stay in their homes for longer and therefore reduce the tax burden that comes with retirement homes.

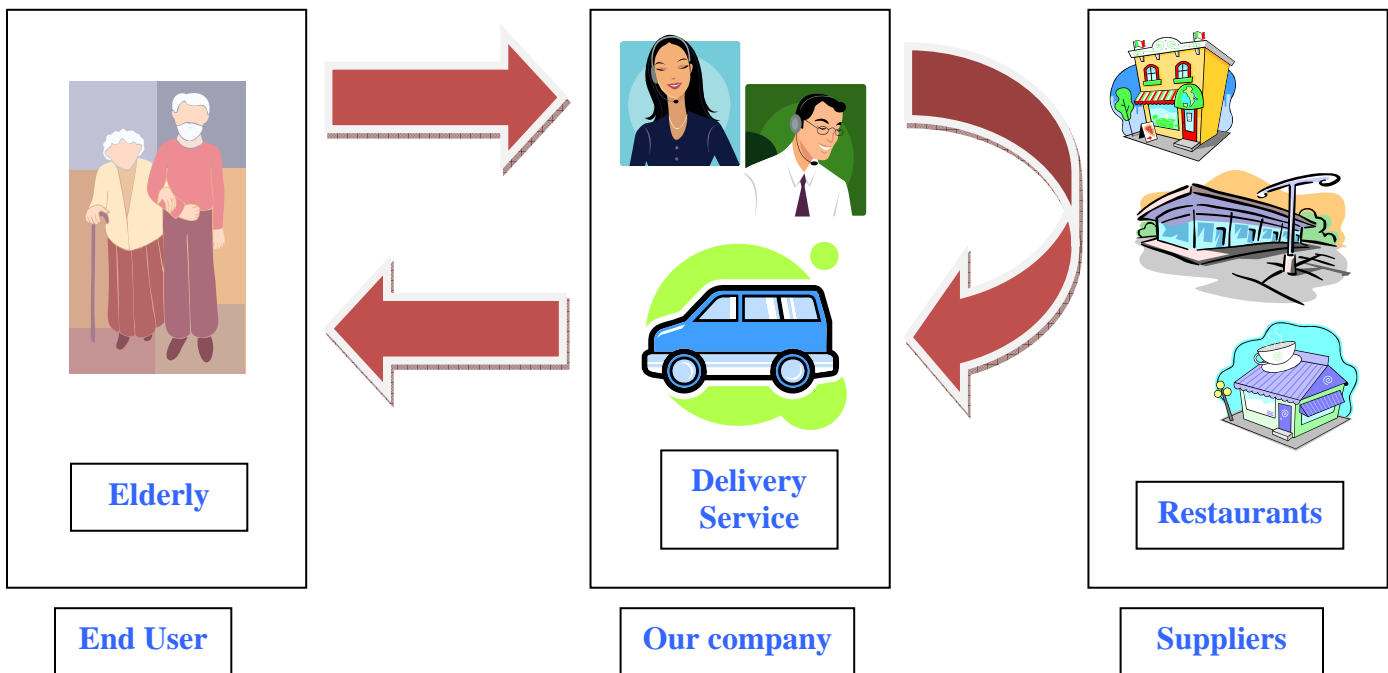


Figure 1 Concept Scheme

-The Business idea and motivation

By setting up a logistic delivery company we are able to be as lean as possible while taking advantage of a fruitful business opportunity. To pinpoint our target group, we decided to concentrate on a specific geographical area. There are already established logistic food delivery companies in Denmark that connect restaurants and people. Our concept is to niche into the delivery market by pinpointing our target group in a specific area and creating a service tailored to their characteristics and needs. By using a niching strategy we are able to embrace the needs of our target group, tailoring our service to their specific wants while using the same type of logistic approach as other successful companies have done in Denmark. Our business idea also brings value creation to restaurants by allowing them to access a new potential customer group.

We believe that there is a real need for our service by our target group. Ældre Sagen is a leading association with a sole purpose to improve conditions for elderly people in Denmark. Ældre Sagen is dedicated to representing the elderly population in political matters locally, regionally, and nationally. We had an interview with this association to ask them a few questions regarding our business idea. When asked the level of interest they believe the elderly would demonstrate towards our service they responded “high,” stressing the large market throughout Denmark. According to their data there are few companies tailored for the elderly in Scandinavia. After confirming our assumptions Ældre Sagen also pointed out that those with specific needs of care are often forced to seek out catering services because of mobility problems. With data from Ældre Sagen of a market for our service, and the existence of various successful logistic delivery companies around Denmark, we believe our business idea could be successful.

It is also important to understand the moral aspect of our service. We are providing a service that truly helps people in need. With this in mind Ældre Sagen suggested our company could possibly obtain government subsidies. While we have no hard data to support this claim it is important to keep in mind while evaluating the company.

-Ownership

Table 1 Ownership

Founding	Funding Goal:DKK 750.000		Share Price	Ownership Ration	
	Contribution	Nominal			
Founder A cash	7.500	37.500	5,00 DKK per Share class A	10,00%	Class A
Founder B cash	7.500	37.500	15,00 DKK per Share class B	10,00%	Class A
Founder C cash	7.500	37.500		10,00%	Class A
Founder D cash	7.500	37.500		10,00%	Class A
Founder E cash	7.500	37.500		10,00%	Class A
Investor	37.500	562.500		50,00%	Class B
Total	75.000	750.000		100,00%	
Total Cash contribution at kick-off:		<u>750.000</u>			

Product and Service

-Product description

The description of our product is that it is a service-based food delivery system. Our initial customer target group would be the elderly people with low mobility or immobility due to a number of reasons.

Our service would be obtained by the customers calling on the company's phone number and placing an order from the menu provided by our company. Our company would then contact the required restaurant and place an order by phone or either our "pick-up and delivery service" will place the order when they get to the restaurant if the restaurants doesn't place orders on phone. The orders must be placed at least 24 hours in advance during our hours of operation, 14:00-20:00. The order is then going to be picked from the restaurant and delivered to our customer using special equipment to keep the food warm and vans to ensure fast delivery of the food. We are going to use our own logistics for the delivery service.

Once we get a good customer base we are going to expand our customer target group to other age groups and geographical areas as well and offer a greater variety of menu's, also containing other kinds of food than fine dining. We would also deliver different types of products, needed by our customer base, to increase our value creation and revenue.

-Uniqueness

The responsibility, of almost all the programs currently in place to provide the elderly with food, is being fulfilled by the Danish municipalities. The Danish municipalities have outsourced the preparation of food to canteens which prepare the food in masses. Although the food provided by such canteens meets the standards set by the authorities, it is still not of a very high quality.

The elderly has a tendency towards fine dining but their immobility restricts them from going to the fine restaurants where they once were able to enjoy the food they liked. We are going to reconnect the elderly back with the fine dining experience they are missing. Through our service offered to the elderly they will be able to enjoy the fine dining in the comfort of their homes when ever they wish for it.

-IPR

The product that we provide to our customers is a service-based delivery service so it doesn't need to have a patent. Neither does it need to have a utility model right as the product is not new, this kind of service is already being provided in some way to the customers. A design protection right is also not suitable for our product.

Our company will be registered with the authorities for the protection of the data according to "The Act on Processing of Personal Data" [8] to ensure the customers that the personal information they provide us will not be misused. Other than that our company will be liable for delivering the food ordered on time, delivering the right order to the right customer, and also for

the quality of the food provided by us from the restaurants to the customers. The responsibility of the quality of the food will be passed on to our suppliers through the contracts we negotiate with them. Our company is going to be registered with the authorities for “products liability act” [9] to ensure our customer’s satisfaction as far as our liability is concerned.

-Price, performance, and product dependability

Price

The price of our delivery service will be 18% on top of the price of the food the customers orders. We have decided to make specific menus tailored especially to the tastes of the elderly, these menus will contain our prices which will include the food price (same as the restaurant) and an 18% delivery charges on top of the price of food. This can be seen below,

Price of the food + 18% on top of the price of the food = Menu price.

Our product will initially cost the customer approximately 250 DKK a meal. This price has been taken from the survey we did of fine restaurants and the average price of a meal they have plus adding 18% of our delivery charges on top of them. The price of 250 DKK a meal will include all the taxes. This can be seen in the equation given below,

Average price of food from a fine restaurant (including taxes) + delivery charge of 18% on top of the price of the food (including taxes) = 250 DKK (1 meal).

Just-eat.dk charges a restaurant 8.75% plus moms on top of the price of the food being delivered, when they outsource the delivery process to the restaurant itself [interview with owner of “Desi Corner restaurant”], so our delivery charge of 18% (including taxes) on top of the price of food while using our own logistics for the delivery is competitive enough.

Performance & Dependability

The performance objectives of our company would be speed, quality, and dependability. To ensure these performance objectives and keep our customers satisfied our company will abide the “Product liability act” [9].

Our delivery time of food would be during a 60 minute time interval specified when the order is placed, either 17:00-18:00, 18:00-19:00, or 19:00-20:00 depending on the restaurant the meal is chosen from, this is competitive as compared to the delivery times of competitors. If the food is delivered later than the given time, the food will be delivered and the delivery charges will be subtracted from the total meal price. This will also ensure the performance objectives of our company.

-Need for approval

Our company is going to be approved by the authorities as it will be registered as a privately owned company in CVR (Det centrale virksomhedsregister) [10].

Market

-The geographical markets

Throughout Europe, Scandinavian countries are known for their great health care system and high quality of care for the elderly population. Denmark, in particular, is known for its government concern over the elderly. Using Denmark's statistical department, we defined areas of Denmark by elderly (above 60 years of age – as it is the age of retirement) population:

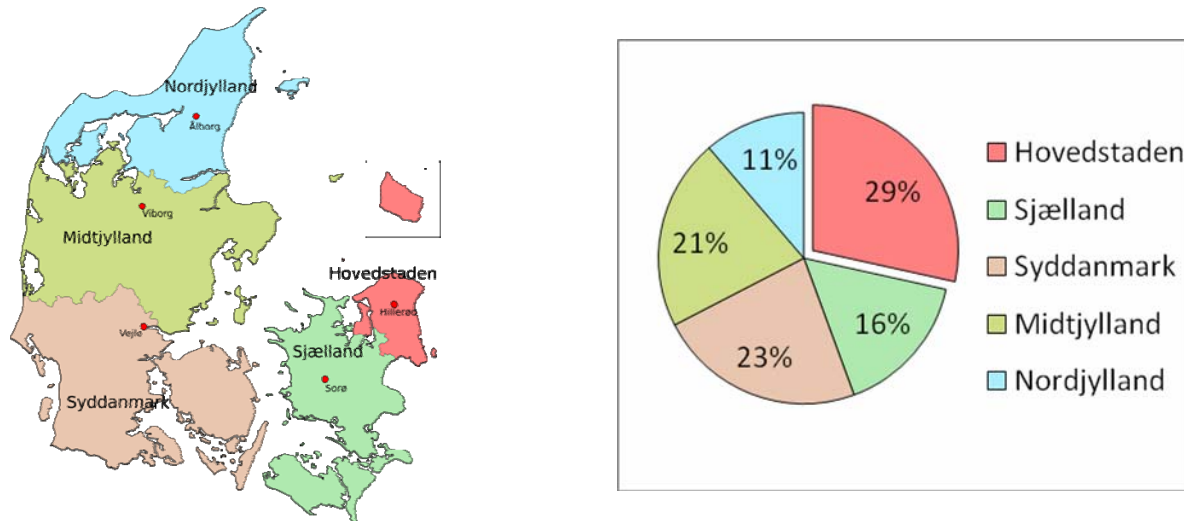


Figure 2 Elderly population in Denmark

Table 2 Elderly population in Denmark [1]

Region	Population	Part, %	Area, km ²	Pop. density, per km ²
Hovedstaden	350316	0.285429	2561	136.7888
Sjælland	199088	0.162212	7273	27.37357
Syddanmark	279172	0.227462	12191	22.89984
Midtjylland	261462	0.213033	13142	19.89515
Nordjylland	137294	0.111864	7927	17.31979

Using a statistic bank we have concluded that the biggest population of our target group is in the region of Hovedstaden. Due to the high population of our target group and being the smallest region in Denmark, Hovedstaden has the highest population density of our target group. This is beneficial because of a simpler and less expensive delivering scheme.

We decided to choose adjacent areas with the combination of a high density of restaurants and a high average income per person of our target group. We decided this is the obvious combination because it enables us access to a bigger purchasing power, with an efficient delivery scheme. Here are the highest average incomes per person per year (DKK) in different areas (see also Appendix A) and restaurants density in Hovedstaden, around Copenhagen, and the city center:

Table 3 Elderly (above 60 years of age) income in different areas per year, DKK [2]

1	Gentofte	1781265
2	Rudersdal	1772061
3	Hørsholm	1732387
4	Lyngby-Taarbæk	1271430
5	Fredensborg	1240655
6	Furesø	1215982
...

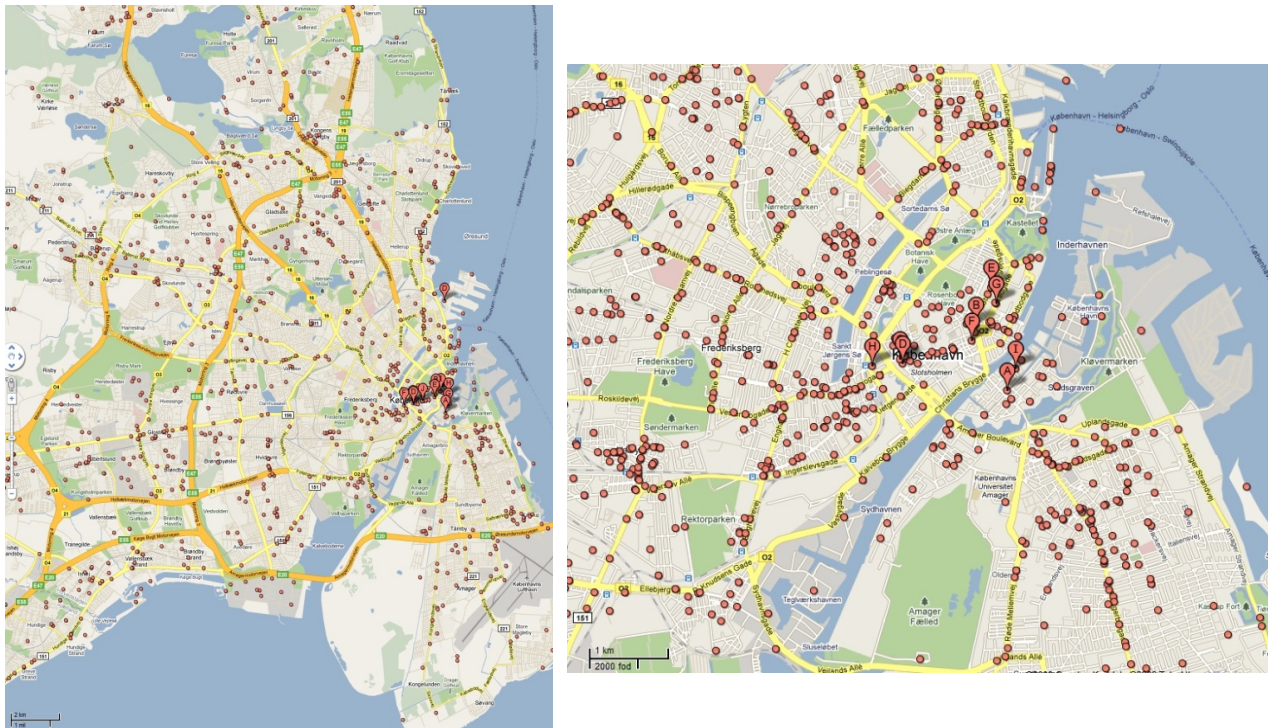


Figure 3 Restaurants in and around Copenhagen [3]

As can be seen there is a high density of restaurants in and around the city center and as one ventures farther from the city center the number is decreasing.

Through our reasoning we have concluded that our customer base will be located in the area to the north of Copenhagen: Ballerup, Gentofte, Gladsaxe, Herlev, Lyngby-Taarbæk, Rudersdal and Furesø:



Figure 4 Chosen areas

-Market calculation

To determine the market size of our customer base, we need to know the amount our customer spends on restaurants and canteens. This amount depends on their income. To get a better understanding of this amount we used statistikbanken. We looked at Denmark as a whole and found the average consumption (on restaurants and canteens) of an elderly person above 60 and their average income.

Table 4 Average consumptions (DKK) [4]

	Pensioners	Single, over 60 years old	Couple, over 60 years old
2008	3858	2870	7902
Avg. 2008	4884		
Avg. per month	322	239	659
Avg.	407		

Table 5 Average income (DKK) [5]

	Income
2008	229893
Avg. per person per month	19158

These statistics gives average consumptions and average incomes throughout all of Denmark, for people above 60 years of age. According to this data, on average an elderly person in Denmark over the age of 60 spends 2.12% of their total income on restaurants and canteens. We are able to apply this percent to the average income of a customer in our customer base. From this we are able to find our market size.

-Our Market

We have chosen adjacent geographical areas that contain our target group, elderly who are already receiving care at home – who have physical disabilities. To not limit ourselves to this specific group, our customer base contains two markets: market A (our original target group) and market B (all other elderly). In the first year we decided that we would receive 10% market share of market A and .05% market share of market B. To decide on these two different market share values we decided we needed to break down our markets. We assumed that in market A 50% of the customers will try our service the first year and of this sub group we will acquire a 20% market share. Therefore, we will have acquired a 10% share of market A. We assumed that in market B, 1% of the customers will try our service in the first year and of this sub group we will acquire a 5% market share. Therefore, we will have acquired a .05% share of market B. In five years we assume that the amount of customers will increase and the amount of money they spend on our service will increase, therefore our market share of A and B will grow. We believe that our value proposition is substantial enough to create these yearly gains in market share. Tables regarding our customers, the market size, and our market share, along with tables regarding the breakdown of our first year market size and share are attached in the appendices.

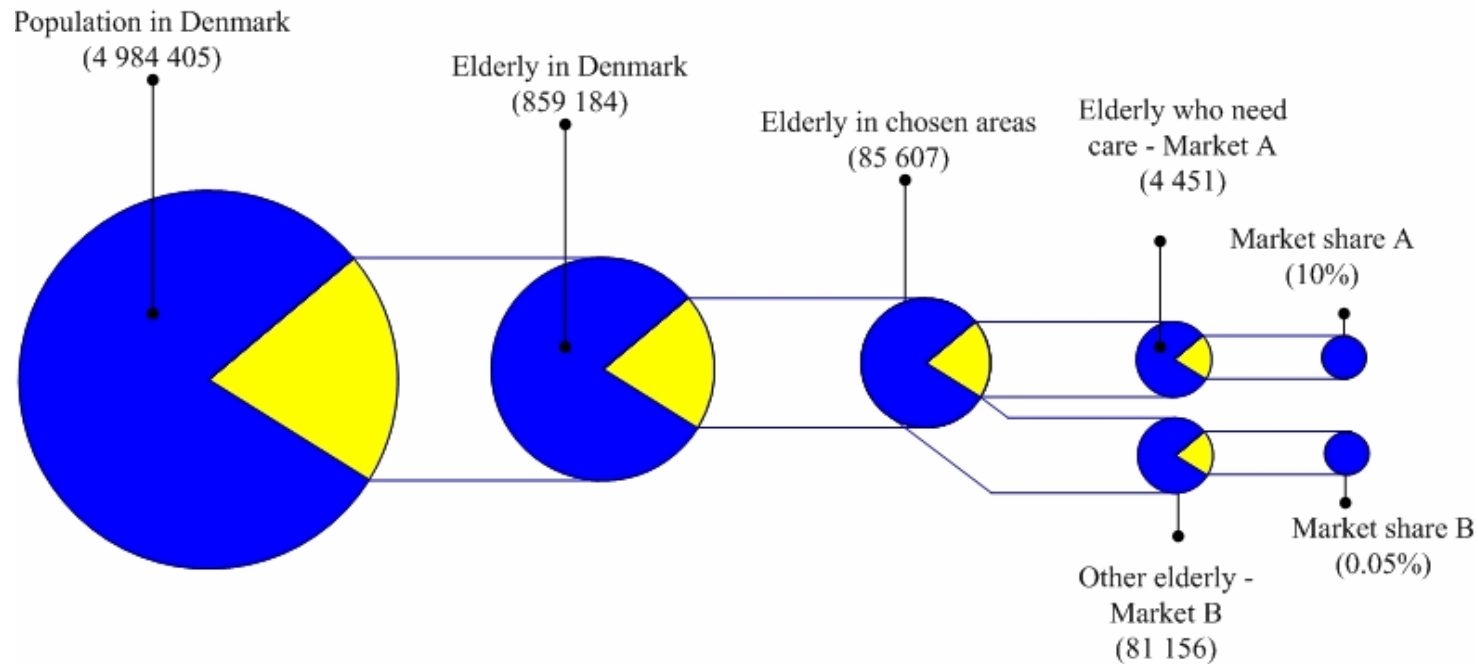


Figure 5 Market

Competitors, Market Growth and Recession

An important advantage of our market is that there is a minimal threat of recession. The elderly population receives great benefits and in our target group the customer has a higher income compared to other areas. Our target group is an age demographic so there are unlikely chances of negative fluctuations in population. This leaves only growth as our service is discovered and used more by individuals in our target group and in return a higher market share is obtained. Also our target group could refer their family members to our service and in return the market could grow to include a larger age demographic.

When our new customers who were once receiving aid from canteens and other services switch to our service the canteens and other services will be threatened by our service. The canteens do not deliver food it is rather a location within the commune that supplies food for the elderly. When an elderly person uses the canteen, an amount is taken from his pension. This leaves our service as the only fine food delivery service tailored to our target group. As our business niches into the delivery service market we will have competitors including canteens and established logistic delivery services in Denmark. Below is a comparison of our business with our possible competitors.

Competitor Analysis

Table 6 Competitors

Criteria	Our Service	Canteen (Do not delivery)	Just-Eat (Delivery from restaurants)	E-Take Away (Delivery from restaurants)	Intervare (Grocery delivery)
Delivery fee, DKK	5 (30-60)	N/A	3 (0-150 DKK)	2 (20-195 DKK)	2 (100-145 DKK)
Geographical Delivery coverage	2	1(no delivery)	5 (All Denmark)	5 (All Denmark)	2 (Around Copenhagen)
Easy to use for target group	5(telephone)	1 (go to canteens)	2 (Internet)	2 (Internet)	2 (internet)
Delivery time, min	4 (<60) 5 (card and cash)	5(<20)	4 (5-80)	3 (50-125)	4 (<40)
Payments (card, cash)	5	3(cash)	4 (card)	4 (card)	4 (card)
Food Variety	5	2	2	3	4
Restaurants in Our target region	5	1	5	4	N/A
Quality of Food	5	2	2	3	4
Total	36	15	27	26	22

Legend: 5=excellent, 1=poor

Management and Goals

As the company starts from a small enterprise, it involves a comparatively small number of employees to keep its operating expenses under the budget. In the following years, with the business areas expanding, the organization plan will change in relation to business.

Overview of organization

Registered Name

Evergreen catering service

Commencement of operation

The operation will start from the first quarter in the Year 2010

Mission statement

To provide a reliable service tailored to the elderly in need, delivering them fine food in targeted areas.

Business Goals

As our business progresses it is important that we set goals. It is imperative to grow our customer base and attract potential customers in new markets. Based on a five year plan, we will focus on the initial phase and growth period in the first year, and then maintain a steady low level growth over the following years.

For the first three years, our goals are to niche into the delivery service market and aim to maintain our customer base while attracting new customer using different strategies.

- Constantly update our service tailoring it to our customer needs
- Maintain a low and competitive price
- Make a strategic partnership with Ældre Sagen association and use this to advertise our company, improving our market size
- Build on our relationship with restaurants and constantly discover more that fit our criteria
- Set up a customer club and give discounts to loyal customers

Our outlook for the next few years is to expand to different markets and products. This will allow us to maintain growth as our customer base plateaus.

- Constantly look for opportunities to increase our target group thereby building a larger market for ourselves
- With our loyal customer base we will take advantage of this opportunity and deliver other products that are needed by our customer base. Therefore creating more value creation

Organizational structure chart

The chart below shows how organizational staffing needs change over five years.

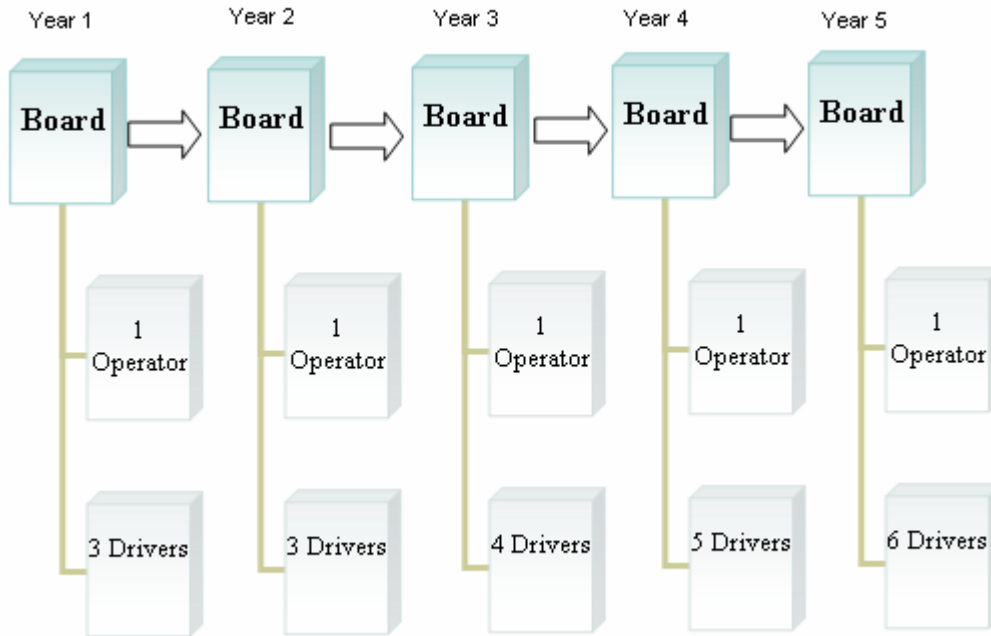


Figure 6 Organization structure change in five years

The board includes two parts: the five founders and the external investor. Considering the company's small size, five founders hold three functional responsibilities: sales, marketing, and customer relationship.

Management experience and competence

The founders of the company are responsible for the strategic development of the company. Drawing on the different fields of expertise each of the founders has experience in we have created a management structure for the company. While this structure is the basis for day to day operations, any major decision making must go through all share holders including the outside investor as specified in the Investment Analysis. Given below are the backgrounds, experiences, and competences of the founders of the company.

Jon-Michael Alessandro
President

Academic Qualification: B.S. in chemical engineering/NEU; B.S. in technical entrepreneurship

Researcher: Natick Soldier Research, Development and Engineering Center

Jon has strong business sense in different industries and he could lead the team to reach the aim through cooperation

Neil A. Hannah
VP Finance

Academic Qualification: B.S. in mechanical engineering/NEU

Competitive analyst in GSI; Quality engineer in Euro-Pro

Neil is skill at finance estimation. He looks for challenges in maintaining the transparent financial affairs and predicting the future market change.

Yasir Bakhtiar
VP sales

Academic Qualification: B.S in electronics engineering, Iqra University

Sales internship, PTCL

Yasir had experience in electronic product sales. He is willing to find the potential target group and fulfill the sales target.

Xiaotian Zhang
VP marketing

Academic Qualification: M.S in organic chemistry/NKU

Marketing internship, ICI

Xiaotian had experience in industry marketing experience in chemical industry. He is an analytic person who wishes to put the market analysis into the action strategy.

Algirdas Rimkunas
VP Customer relationship

Academic Qualification: Telecommunication/VGTU

Sales, Nokia baltic region

Algirdas is willing to listening to what customer wants and what could be done to attract the customer. He is skill at dealing with people from different background and fixes the problem on spot

Figure 7 brief introduction of management team

Financials

Sales Forecasts

Based on the market research undertaken the following sales forecasts were developed (in DKK):

Table 7 5 year Sales

	Year 1	Year 2	Year 3	Year 4	Year 5
Sales (Before Restaurant Payout)	3,326,953	7,472,833	9,929,633	12,386,433	14,843,233

Sales Assumptions

- Ældre Sagen will allow us to advertise in their monthly news letter and help in locating customers to whom we can distribute our menus.
- Average cost per delivered meal will be 250 DKK
- By end of first year we will have 7.7% market share
- Market share will increase 3% each year after the initial year
- Each van can deliver up to 35 meals per night

Cash Flow

Table 8 Cash Flow

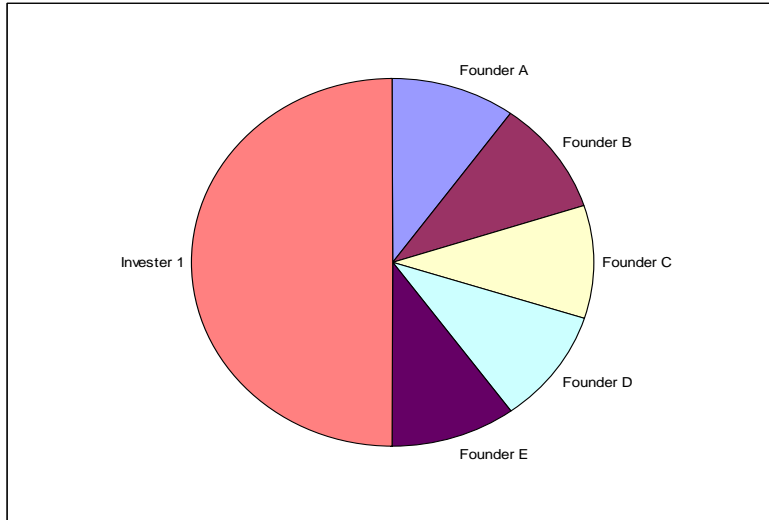
	Year 1	Year 2	Year 3	Year 4	Year 5
Opening Cash Balance (DKK)	-	56852	83035	100685	142304
Cash Inflows					
Capital Funds	750000				
Sales (Including Restaurant Sales)	3326956	7472833	9929633	12386433	14843233

Total Cash Inflows	4076956	7472833	9929633	12386433	14843233
Cash Outflows					
Restaurant Payout	2728104	6127723	8142299	10156875	12171451
Purchase of Equipment	370000		110000	110000	110000
Maintenance and Fuel	170000	225000	275000	325000	375000
Marketing Budget	30000	30000	30000	30000	30000
Wages	522000	655200	748800	842400	936000
Total Cash Outflows	3820104	7037923	9306099	11464275	13622451
Net Cash Flow					
	256852	434910	623534	922158	1220782
Tax (25% profit) [11]	0	108728	155884	230540	354027
Profit After Tax	0	326183	467651	691619	866755
Closing Cash Balance					
	256852	383035	550685	792304	1057890
Dividends Paid	200000	300000	450000	650000	850000

Initial investment would be required to purchase vehicles, supplies, advertising, and help pay for employee salaries during the first year of operation while establishing a customer base. Our projections have the company turning a profit in the eighth month of operation, but to ensure worker compensation it is necessary to acquire extra funds for the year. We have included in our projections a cushion of around 250,000DKK seen in the net cash flow to sustain the company in the event that the customer base expands at a slower rate than expected. The sum of 200,000DKK would be returned to the investor after year one if projections are accurate. In the years following the dividends will be paid out per share between the shareholders.

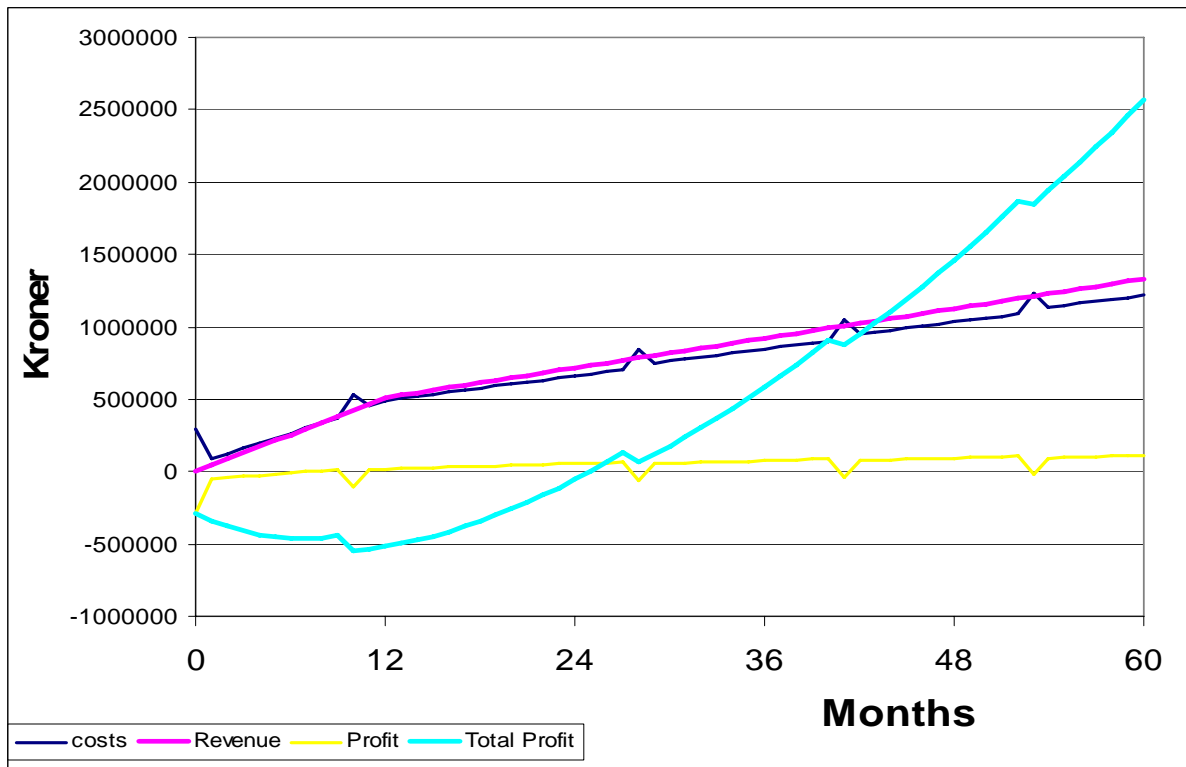
Investment Analysis

With a capital need of 750000 DKK the founders are looking for an investment of 562500 DKK for a 50% share of the company. The remaining 187500 DKK will be funded by the five founders in return for a 10% share in the company each.



Graph 1 Investment analysis

A five year outlook using month by month analysis was derived to get a better grasp on the company outlook. The projections show the company becoming profitable the fourth quarter of the first year in operation, and hitting the break even point in the first quarter of the third year. With these projections we show a double on initial investment by the second quarter of the fourth year.



Graph 2 5 year outlook

Go/No-Go Analysis

Table 9 Go/No-Go

Go	No-Go
<ul style="list-style-type: none"> Acquire investment Team with Ældre Sagen to contact elderly Have restaurants sign contracts to honor time tables and quality of food preparation 	<ul style="list-style-type: none"> Canteens develop delivery service Competitor moves into fine restaurant delivery Competitors start service tailored more toward elderly

SWOT Analysis

Table 10 SWOT analysis

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	<p><i>Strengths</i></p> <ul style="list-style-type: none"> Clear target group, Focus on elderly with movement restrictions. High quality food Easy to understand menus and phone ordering system Easily scalable Low overhead 	<p><i>Weaknesses</i></p> <ul style="list-style-type: none"> No on-line ordering Dependent on timely delivery Van fleet is costly at outset Small profit margin
External origin (attributes of the environment)	<p><i>Opportunities</i></p> <ul style="list-style-type: none"> Ældre Sagen has interest in service Denmark hopes to keep elderly in homes longer Take-out/Delivery of fine dining is new concept in Denmark 	<p><i>Threats</i></p> <ul style="list-style-type: none"> Canteens already supply food with government subsidies Small target group, limits revenue Other delivery services can easily begin similar services

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the system)	<p><i>Capitalize on Strengths</i></p> <ul style="list-style-type: none"> • Develop a loyal customer base with clear needs of our service • Create favorable consumer perception • Tailor our service to our customer base • Expand to other Scandinavian regions in coming years • Maintain low overhead to keep risks low 	<p><i>Address Weaknesses</i></p> <ul style="list-style-type: none"> • As time moves forward our customer base will become more computer literate, and a switch to on-line service will be implemented • Develop and maintain an efficient and accurate delivery scheme • Maintain growth in market share while maintaining small margins to increase overall profits
External origin (attributes of the environment)	<p><i>Maximize Opportunities</i></p> <ul style="list-style-type: none"> • Set up strategic partnership with, and advertise through, Ældre Sagen • Gain support by the local government by aligning our goals with those they have for the elderly population • Niche into and take advantage of the growing delivery market in Denmark 	<p><i>Minimize Threats</i></p> <ul style="list-style-type: none"> • Provide a higher quality of product than canteens • Provide other products to increase revenue as business grows • Tailor our service to our target group creating more value creation compared to other delivery services

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Appendix A

Table 11 Area, population (over 60 years old), average income (DKK)

Area	Pop.	Income	Area	Pop.	Income	Area	Pop.	Income
Gentofte	12234	1781265	Ringsted	4632	887012	Tønder	7382	839838
Rudersdal	10609	1772061	Herlev	4755	885632	Skive	8505	839369
Hørsholm	5346	1732387	Vejle	16389	883741	Brønderslev	6390	838553
Lyngby	9975	1271430	Horsens	11973	881120	Tårnby	6949	837401
Fredensborg	5991	1240655	Silkeborg	13014	880163	Mariagerfjord	7221	836994
Furesø	6524	1215982	Aalborg	30357	879564	Hvidovre	8073	832667
Allerød	3622	1172442	Holbæk	10477	877694	Favrskov	6298	830062
Frederiksberg	15287	1109953	Sorø	4756	876992	Vordingborg	9314	829873
Dragør	2627	1086366	Esbjerg	17789	874651	Aabenraa	10365	828526
Hillerød	7145	1048880	Holstebro	8910	873339	Kerteminde	4463	828061
Helsingør	10894	1032192	Kolding	13345	872195	Faaborg-Midtfyn	9777	828057
Solrød	2880	1025103	Ballerup	8586	870840	Brøndby	5921	827643
Roskilde	12700	1016227	Køge	8448	869450	Halsnæs	5593	826608
Fanø	684	1016022	Odense	28038	868261	Vesthimmerlands	6862	826565
Århus	37585	1007813	Glostrup	3745	867708	Assens	7234	825594
Greve	7136	1000562	Middelfart	6513	866612	Vejen	7182	822616
Vallensbæk	1968	988986	Hedensted	7094	865627	Jammerbugt	6816	819776
Gribskov	7237	972289	Stevns	3967	865028	Frederikshavn	12160	817146
Egedal	5365	971243	Rebild	4368	861975	Ishøj	2358	816123
Lejre	4050	959413	Faxe	5742	861026	Struer	3868	815365
Gladsaxe	10082	942932	Fredericia	8295	859520	Hjørring	11885	809059
Frederikssund	7548	941555	Varde	8629	857424	Norddjurs	7160	806331
Ikast-Brande	6173	927897	Kalundborg	8611	855507	Sønderborg	14603	801441
Billund	4333	917388	Nyborg	5925	855428	Samsø	1002	800519
Skanderborg	7199	907223	Næstved	13180	850421	Guldborgsund	13042	799629
Odder	3589	902711	Odsherred	7118	850271	Nordfyns	5087	792134
Copenhagen	54832	902533	Svendborg	10371	849829	Morsø	4312	787919
Lemvig	4104	897186	Haderslev	9852	849232	Læsø	532	786941
Viborg	14426	896847	Slagelse	13147	849073	Langeland	3481	786081
Syddjurs	7434	891510	Randers	15553	848876	Ærø	1840	784661
Høje-Taastrup	6479	887867	Rødovre	6729	848783	Lolland	10488	769160
Albertslund	3588	887305	Thisted	8122	848703			
Herning	12623	887118	Ringkøbing-Skjern	9725	848397			

Appendix B

Table 12 First year market break

Region	Population	Aprox. Households	Elderly who are already receiving help	Avg. Income (per person, per year), DKK	Avg. Consumptions (restaurants and canteens) (DKK)	Market A (elderly already receiving help) - (DKK)	Market B (other elderly) (DKK)	Total Market size (DKK)	Our market share (sales) (DKK)	Delivery fee: 18% of market share (sales) (DKK)
Ballerup	12011	8791	521	870840	18500,7	4819433,6	1626397	6445830,6	482756,56	86896,18
Gentofte	17499	13222	575	1781265	37842,38	10879684	5003519,5	15883204	1090470,2	196284,63
Gladsaxe	14261	10959	319	942932	20032,28	3195147,9	2195337,1	5390485	320612,46	57710,24
Herlev	6643	4964	680	885632	18814,96	6397085,1	933974,42	7331059,5	640175,49	115231,59
Lyngby-Taarbæk	13853	10772	701	1271430	27011,11	9467392,5	2909636,3	12377029	948194,07	170674,93
Rudersdal	14816	10968	879	1772061	37646,84	16545788	4129105,9	20674894	1656643,4	298195,8
Furesø	6524	6817	776	1215982	25833,13	10023255	1761044,6	11784300	1003206	180577,08
Total:	85607	66493	4451	8740142	185681,4	61327786	18559015	79886801	6142058,1	1105570,5