

# PARTICIPATION RULES – FOOD INCUBATOR

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## Preamble

Opening a restaurant is a great adventure! However, it can prove difficult, if not extremely complex, for a young entrepreneur: finding the perfect location, complying with legislation (fire, council and planning regulations, etc.), covering numerous costs (rent, key money, equipment purchase, marketing costs, etc.) and managing staff. That's without accounting for the irregular hours and hard work. There are so many challenges to overcome. Today, customer expectation has also become a major factor when opening a restaurant. The public wants to discover new concepts and/or experiences. We have also seen an increase in the number of business that go bankrupt within the first 2 years.

At hub.brussels, we believe that by offering prospective entrepreneurs the opportunity to trial an idea in a low-risk setting with tailored mentoring, we can reduce the risk of mistakes, and even failure, while strengthening business concepts and skills.

This is why we plan to establish a food incubator. By doing so, we aim to enable you to:

- **Test** your **Food concept**
- **Refine** or **refocus** your **project**
- **Develop** your **product** range
- Analyse what is profitable and what is not
- **Minimise** the **risk** of bankruptcy
- **Simplify** the process of opening **your own restaurant, with proper support** after the incubator stage.

The premises provided is located on **rue des Bouchers 30, in 1000 Brussels**. The selected candidates will trade there for a period of 4 months. To access the incubator, in return for a **monthly rent payment of €800** (which includes various fees and bills). For more information, see **annex 1**. Your application file must be accepted and you must be approved by the panel and pass the kitchen test.

Aspiring restaurateurs can also benefit from the expertise of hub.brussels throughout the process of creating their business, and after their participation in the project. To this end, hub.brussels will put candidates in contact with expert coaches. Together, they will establish a personalised mentoring programme for their temporary occupancy.

The project competition is governed by the following regulations (hereinafter the Regulations).



# 1. Object and applicable regulations

The object of the Regulations is to define the conditions for participation in the competition, its functioning and the projects to be submitted for approval by the Panel. This process will result in the selection of one or more Winners by the Panel, but will not be followed by a negotiating procedure with the latter.

The main applicable legal provisions are as follows:

- The Law of 17 June 2016 concerning public procurement, specifically article 50;
- The Royal Decree of 18 April 2017 on the award of public procurement contracts in the classic sectors, specifically chapter 4, entitled 'competitions' (articles 117 and following);

# 2. Definitions

The following terms used in these regulations are defined as follows:

- **Organiser**  
The Brussels Business Support Agency, acting under the company name "hub.brussels", a Public Limited Company with a Social Purpose, with registered office at Chaussée de Charleroi 110 in 1060 Brussels.
- **Candidate or team of candidates**  
The natural person, legal entity or group thereof that has submitted a valid application which is considered admissible and is selected by the Organiser with due regard to the conditions established in the Regulations.
- **Communication**  
All actions taken to disseminate information regarding the Food Incubator. The means of communication include, in particular, the following: emails, postal correspondence, press articles, video, photography, social media etc.
- **Panel**  
The panel is the independent body responsible for selecting the competition winners. It consists of representatives of the various authorities involved, as well as various experts who analyse the business plans. Its composition is as follows (there may be changes. You will be informed of the final list before your pitch):

body	role
Private	Food consultant
GEL	Business design advisor
Horecabepro	Responsible for the information centre
Brussels City Council	Project leader
Fédération Horeca	Head of the restaurant department
VisitBrussels	Gastronomy Product Expert
Private	Owner of the premises
hub.brussels	Retail Development Consultant
hub.brussels	Finance Expert
hub.brussels	Retail (Eco) Design



hub.brussels	Circular Economy
Private	Chef/Entrepreneur/sponsor
hub.brussels	Head of project
Hub.brussels	Chairperson

Each of these bodies or services is free to choose their representative. The number is determined by the organiser. Depending on the application files, experts may be invited to provide an advisory opinion when the panel is making its decision.

- **Winner**  
The candidate whose plan is selected by the Panel, with whom the Organiser signs the occupancy agreement establishing the conditions for the provision of the Food Incubator unit.
- **Retail Development Consultant**  
An expert in the field, internal or external to hub.brussels, who advises the candidate on their area of expertise. They will provide candidates with tools and knowledge that will benefit them now and in the future, should they open a permanent business.
- **Project**  
The plan submitted by each Candidate for scrutiny by the Panel, outlining, in as much technical detail as possible in accordance with current legislation, their concept for the business which they wish to operate within the Food Incubator. No structural modifications of the space will be permitted. The plan must involve the production, preparation and service to end customers of products made on site, which reflect and respect the values of the manifesto. It must not involve the sale of illegal, low-quality or bottom-of-the-range products. It must offer quality products, prepared and served with care. The plan must also fulfil the participation criteria, taking into account the "Good Food" label.

## 3. Application – Admissibility

### 3.1. Admissibility Conditions

In order to be deemed admissible, any legal or moral person must fulfil the following conditions:

- Have legal capacity
- Be of legal age
- Have '*accès à la profession*' (certificate of ability to practise) and/or '*accès à la gestion*' (ability to manage).
- Have a business number and business address
- Have sufficient command of the French and/or Dutch language to run a Food business; speaking English is a plus
- Have used the [application form \(annex 2\)](#)

Participation in the competition is open and free.

Participants may not submit more than one project file to each panel.



### 3.2. Application file to be submitted

#### 3.2.1 Administrative file

The administrative file must contain the following elements:

- The **application form**, identifying the Candidate or the team of candidates (**Annex 2**), duly completed and signed;
- The signed **manifesto (annex 5)**
- A copy of your certificate of morality<sup>1</sup>
- A copy of your ID cards and, if relevant, your company articles of association/incorporation, stating the company number and business address;
- A copy of document demonstrating '*accès à la profession*' (certificate of ability to practise) and '*accès à la gestion*' (ability to manage).
- Four photos and descriptions of the dishes you intend to serve

#### 3.2.2 Technical file

The technical file must contain the following elements:

- Your business plan
- Your financial plan
- Questionnaire**: extra questions about your project (**Annex 3**);
- Your CV(s);

**Templates** are provided in **annex 4 (optional)**. They are provided in order to help you describe your project in detail (appendix 4):

- A. Target customer persona
- B. Financial Projection
- C. Business Plan & Financial Plan
- D. Moodboard
- E. Floorplan
- F. Proposed menu with price range
- G. Staffing needs
- H. Location of your potential future site

The Panel will only consider the documents specified in the Regulations. Proposals must be considered fairly, strictly on the basis of comparable components.

You must follow the format of **Annexes 2**.

However, for the extra description of your project, (**Annex 3**) you may either follow or adapt the document format, provided that all of the elements listed are included in the final file. Please do not include any elements other than those requested.

### 3.3. Rules for submission of the application file

All application files must be sent in **one PDF document** for the attention of Nicolas Durand and Aurélie Laiös and must be marked: "Dossier de candidature – [Name of your project - "Food Incubator"]

- either by email to [pop-up@hub.brussels](mailto:pop-up@hub.brussels),

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<sup>1</sup> The certificate of morality (Extract from the Police Record 596.1.8) is delivered to every person working or wanting to work, in a occasional or permanent way, in a bar (horeca, snack,...). More information on: [https://www.brussels.be/certificate-morality?\\_ga=2.166989886.1015238066.1549024382-510050415.1527252511](https://www.brussels.be/certificate-morality?_ga=2.166989886.1015238066.1549024382-510050415.1527252511)



- or by post or hand delivered for the attention of Nicolas Durand and Aurélie Laios, hub.brussels, 110 Chaussée de Charleroi, 1060 Brussels.

This application must be written in French, Dutch or English.

If the application is considered admissible (= all documents completed and submitted), it will be submitted to the Panel for consideration.

The project managers will then contact the Candidates whose Projects will continue to the next stage. Candidates eliminated at this stage will receive a rejection by email.

The Project will then be defended before the Panel. In order to progress to the second test, you must achieve at least 50% in the first selection phase. If you fulfil this requirement, you will be invited to the second assessment (kitchen test) on Wednesday 10 April 2019. This test is organised in cooperation with Horecabepro in order to assess the skills and abilities of the chef.

## 4. Preparing the application file

### 4.1. Description of the premises and Visit

The **site plan** is attached, in addition to **full details of the kitchen and front of house** ([annex 6](#)).

With the aim of helping you prepare your application file, group visits to the site are offered after the call for applications closes. The Organiser will introduce the premises and answer questions from applicants.

There are three proposed visit dates: the 4th, 5th or 6th March 2019 at 10.00am. The registration must be sent by email at [pop-up@hub.brussels](mailto:pop-up@hub.brussels) for the attention of Nicolas Durand and Aurélie Laios and must be marked: "Visite Local –[Name of your project - "Food Incubator"]"

Please note that visits will take place while renovation work for this first round of applications is underway.

### 4.2. Preparing for your Pitch

*Business leaders, project managers or graduates seeking work are all regularly expected to outline their professional experience, product, service or idea in a very limited time. Need support?*

The Organiser is offering a coaching session on preparing for a Pitch, in order to maximise candidates' chances before the Panel.

This coaching session is optional.

It will take place between submission of applications and the pitch to the panel, in the week of Monday 11th to Friday 15th March 2019. To take part, Applicants must tick the relevant box on the Food Incubator application form (Annex 2).



## 5. Provisional schedule

Actions	Dates
Submission of application file	Deadline: Monday 21st March 2019, 15:00
Optional- Pitch Coaching	Tuesday 26 March 2019 between 01.00pm and 07.00pm
Pitch to the panel	Monday 1st April 2019
Panel decision	Friday 05 April 2019
Kitchen test at Horecabepro	Morning of Wednesday 10 April at Horecabepro
Results of kitchen test	Thursday 11 April 2019
Signature of the occupancy agreement between the Winner and the Organiser.	Friday 12 April 2019
One-on-one interview to ascertain training and coaching needs	Friday 12 April 2019
Mentoring of winners	2 or 3 months before the access to Food Incubator
Access to Food Incubator space	4 months per candidate from the start of June 2019 to January 2020

Calls for applications are scheduled according to the incubator agenda. If they are not ready this time, Candidates are invited to try again in the next round

Please note, the call for applications always closes between 2 and 3 months before the food incubator occupancy begins. This gives winners time to prepare their project, while allowing sufficient time for coaching and support.



## 6. Selection

The selection process involves two tests

- At the first phase, you defend your plans before the panel. You must score at least 50% to access the second phase.
- The second phase is a kitchen test, organised by Horeca Be Pro. You must pass this second phase to take part in the incubator.

### 6.1. Assessment criteria

The Panel will examine the application files and how they meet various criteria, in the following order of importance:

Category	Assessment criteria	Weighting
Compatibility with the manifesto	A "Good Food" approach, in other words, local, sustainable food production, using fresh, seasonal ingredients and minimising waste.	3
	Ban on use of processed foods (all agricultural products that are cooked and vacuum packed, pasteurised or sterilised, ready prepared, or preserved by freezing)	3
	Clear communication on sustainable practices	2
	Offers at least one vegetarian dish	2
	Uses Belgian producers	3
	Offers a Rest-O-Pack (ex doggy bag)	3
	Fair pricing policy	2
The team/individual	"Innovative" and original product or concept, that does not exist in the Brussels-Capital region.	2
	Availability of the prospective restaurateur (Schedule and flexibility: long opening hours, beyond office hours, desired period, length of occupancy)	3
	Suitability of the team for the project	2
The Project	Existing skills and potential for development	2
	Economic viability of the project (based on the evidence provided in the questionnaire)	2
	Long-term prospects (3 year projection, Potential to open in Brussels-Capital Region, etc.)	2
	Potential to become a destination business (diversification of the existing range of Food establishments)	2
	Appropriateness of intended restaurant design and visual identity	2
	Structure of information and communication regarding the project	1

The Jury will make their decision using the criteria listed above, in order of importance.

This stage is compulsory in order to take part in the incubator.



## 6.2. Kitchen test

In order to assess your skills and whether they meet the demands of today's food industry, we are organising a kitchen test, in cooperation with Horecabepro. This will take place on the morning of Wednesday 10 April 2019 on their premises. You will be asked to prepare two starters and two mains from your menu. You will have access to a professional kitchen and all of the equipment you need to prepare your dishes.

However, please be aware that in order to take part in the kitchen test, you must provide all ingredients required to prepare your chosen dishes yourself, at your own expense. Please note that basics such as salt, pepper and olive oil will be provided by Horecabepro.

The kitchen test will last 3 hours. In addition to assessing your work (how you manage your working area, your dishes, etc.), you will also be judged on your use of the allotted 3 hours.

Some candidates may be eliminated at the kitchen test stage. The aim is not to make life needlessly difficult for you, but to ensure that the incubator offers consistent quality.

Like the pitch to the panel, this is also a compulsory step in accessing the incubator.

The results of the kitchen test will be announced by Thursday 11 April 2019. The Organiser will inform all applicants of the recommendations, as well as the strengths and weaknesses identified by the Panel.

## 6.3. Announcement of the Winner

The Panel will submit an occupancy schedule for units in the upcoming Food Incubator, in order of preference and Candidate availability.

If the winner(s) are unavailable on the date proposed by the Panel, or if there is a vacancy during a given period, the Organiser reserves the right to call on the next Winner(s), in the order established by the Panel.

No cash prize is awarded by the Organiser. The Winner(s) will be granted use of the premises to launch of their business for a period of 4 months, in exchange for payment (rent) of €800/ month.

## 6.4. Unsuccessful Candidates

No compensation is offered to unsuccessful candidates. The latter are welcome to try again at the next call for applications, taking on board the Panel's feedback, and are free to seek assistance from support structures (GELS, hub.brussels, etc.).

# 7. Obligations of the Winner(s)

During the execution stage, the Winner(s) may not, under any circumstances, deviate from the Plan on which the Panel decision was based without prior written permission from the Organiser.

The Winner(s) undertake to respect the occupancy agreement. This agreement establishes the rights and responsibilities of the Winner and the Organiser with regards to occupancy of the Food Incubator. These Regulations and the Plan, as submitted and accepted by the Organiser, form an integral part of the occupancy agreement, and as such, failure to comply with either document automatically constitutes a breach of said agreement.



## 8. General Data Protection Regulation (GDPR)

In accordance with the law of 30 July 2018, on the protection of natural persons with regard to the processing of personal data and the General Data Protection Regulation (GDPR) of 27 April 2016, the processing of personal data involved in your application is entrusted to the data controller, which is the Public Limited Company with a Social Purpose 'Agence Bruxelloise pour l'Accompagnement' (Brussels Business Support Agency), with registered office at 1060 Saint-Gilles, chaussée de Charleroi 110, and registered with Banque-Carrefour des Entreprises (Belgian Commercial Register) under number 0678.485.603, operating under the company name "hub.brussels".

In order to enable us to offer our services, you will be required to provide us with certain personal data, included in the form that enables you to submit your application and receive the requested services.

hub.brussels will only process your data for the following purposes:

- if you are an Applicant
  - o to communicate and monitor the application submitted using the form, by email or telephone;
  - o to draw up the contracts included in the rent payment
  - o to send you information on the activities related to the project, after your initial contact with hub.brussels, by email and telephone;

We store your Personal Data for a period not exceeding that which is necessary to fulfil the purposes for which they were collected, as defined above (3 years for the full duration of the project).

In addition to fulfilling these purposes, hub.brussels may store certain personal data for a maximum of 10 years, in order to be in a position to defend its interests in a court of law and comply with its obligations, particularly in terms of tax.

You may access your data at any time, receive a copy in a legible format, and have them rectified. You may also request that your data be deleted. Hub.brussels will assess this request in light of the intended purpose. You will then be informed of the deletion or continued storage of your data. Data will only be stored for compelling legal reasons that take precedence over your interests, rights and freedoms.

For more information on how your personal data is managed, please consult the hub.brussels privacy policy at: [datagov@hub.brussels](mailto:datagov@hub.brussels)

For any questions concerning the processing of your personal data, please contact our Data Protection Officer by emailing [datagov@hub.brussels](mailto:datagov@hub.brussels). If you wish to make a complaint, either contact hub.brussels to the same email address, or the Belgian data protection agency via the following link: <https://www.autoriteprotectiondonnees.be/introduire-une-requete-une-plainte>



## List of annexes:

Annex 1 The charges included in the rental fee

Annex 2 Application form

Annex 3 Extra questions about your project

Annex 4 Optional templates to provide further details of your project

Annex 5 Manifesto

Annex 6 Floor plan of the restaurant, full details of the kitchen and front of house



## Annex 1 – Charges included in and excluded from the rental fee

### Included in the rental fee of €800

- Overheads (water, gas, electricity)
- Internet
- Alarm
- Insurance (public liability, rental, business and fire)
- Removal and processing of waste
- Payment solutions including till software
- Communication and marketing about the agency's overall plan
- Placement of your graphic identity before you move into the premises (decals, etc.)
- An MP3 system for music
- Window cleaning once a month

### Payable by you

- Monthly rental fee: €800
- Legal recruitment of your staff
- Salaries through social security service
- Management of your suppliers
- Management of your stock
- Communication of your concept
- The opening and/or any other events
- Layout and printing of your communications materials, including menus
- Any additional equipment (specific kitchen items, for example)
- 'Prudent' management (maintenance, cleaning, washing up)



## Annex 2 - Application form

Application to participate in the Food Incubator

### 1. Name of project:

### 2. Details of the company/legal entity:

Full name of the company/legal entity

Banque Carrefour des Entreprises registration number<sup>2</sup>

Registration of the 'unité d'établissement'<sup>3</sup>

Registered address

### 3. Details of the contact person (person to be considered responsible by hub.brussels in the case of group projects):

Surname

Forename

Role

Main job/Employment status of Candidate (*full/part-time self employed, employed, unemployed, etc.*)

Mobile phone

Email

Address (if different to registered address)

Do you have '*accès à la profession*' (formal access to the profession)?

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<sup>1</sup> companies currently being founded, jobseekers making applications, and others may provide this at a later date, but the short-term occupancy agreement is entered into on the understanding that the occupant will obtain a valid business number, as required to trade, and inform hub.brussels of the latter at least 1 month prior to the start of the occupancy period. See Article 13 of the temporary, short-term occupancy agreement.

<sup>3</sup> A 'unité d'établissement', or business unit, is a place of work, geographically identifiable with an address, where a company carries out at least one of its activities.



Do you have 'accès à la gestion' (formal access to management)?

How did you find out about the call for applications?

(several options, if possible name contact)

- Via hub.brussels:.....
- Via a business support structure:.....
- Via a former occupant:.....
- Word of mouth:.....
- Social networks:.....
- I live/work in the district
- By chance
- Other: .....

Did you take part in the visit to Food Incubator?  Yes  No

Why?

Are you currently accessing a business support structure?  Yes  No

If so, which?

I want to take part in a coaching session for the pitch  Yes  No



**PLEASE REMEMBER**

- All application files must be marked: "Dossier de candidature –[*Name of your project*] "Incubateur HORECA":
  - either by email to [pop-up@hub.brussels](mailto:pop-up@hub.brussels)<sup>4</sup>
  - or by post or hand delivered for the attention of Nicolas Durand AND Aurélie Laios, hub.brussels, 110 Chaussée de Charleroi, 1060 Brussels.
- The application file will be considered complete once all of the following documents have been received:
  - The **application form**, identifying the Candidate or the team of candidates (**Annex 2**), duly completed and signed;
  - The signed **manifesto (annex 5)**
  - A copy of your attest of morality<sup>5</sup>
  - A copy of their identity card(s) and, if applicable, the articles of incorporation of the company/legal entity, stating the business registration number and '*unité d'établissement*' (business unit). The business number and '*unité d'établissement*' must be provided in order for you to get the keys to the incubator;
  - A copy of document demonstrating '*accès à la profession*' (certificate of ability to practise) and '*accès à la gestion*' (ability to manage).
  - Four photos and descriptions of the dishes you will offer
  - Your complete business plan
  - Your financial plan
  - Questionnaire:** extra information about your project (**Annex 3**);
  - You CV(s);
- Use of the Templates (Annex 4) is optional. They are provided in order to help you describe your project in detail.
- You must follow the format of Annexe 2.
- However, for the detailed description of your project, (Annex 3), you may either follow or adapt the document format, provided that all of the elements listed are included in the final file.

I am duly authorised to sign these regulations, I declare that I have read and accept:

(tick)

- these regulations and their annexes
- By submitting this form, I accept that the information gathered will be used to ensure successful execution of the project, in accordance with point 8.

In \_\_\_\_\_, on \_\_\_\_\_

Signature

[NAME(s), role(s) + signature(s)]

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<sup>4</sup> We ask you to send your files into a **single pdf document**. You can use the following website to merge your documents: <https://smallpdf.com/>

<sup>5</sup> The certificate of morality (Extract from the Police Record 596.1.8) is delivered to every person working or wanting to work, in a occasional or permanent way, in a bar (horeca, snack,...). More information on: [https://www.brussels.be/certificate-morality?\\_ga=2.166989886.1015238066.1549024382-510050415.1527252511](https://www.brussels.be/certificate-morality?_ga=2.166989886.1015238066.1549024382-510050415.1527252511)



## Annexe 3 – Questionnaire – extra information about your project

Do you want to apply to participate in our Food Incubator project? Help us get to know you better by answering the following questions. You are welcome to personalise it in any way! We simply ask you to follow the order of the numbered subheadings so that the panel can easily locate information, and to send the documents in PDF format.

In italics, you will see examples of the type of questions the coaches and experts may ask during the pitch or coaching sessions. These questions are key to conceptualising your project, but you may not yet know the answers, depending what stage your project is at... **It is up to you to decide which are relevant for inclusion in your file!**

### 1. Introduction to your project

#### 1.1. What is your concept?

- *What type of product/service do you offer? What makes your business innovative (new product or service, access to a new market, etc.)? How does your project stand out from other concepts/restaurants?*
- *Is there a sustainable/ethical element to your project?*
- *What is your production chain? If you haven't, do you already have some contacts ?*

#### 1.2. Describe how the Food Incubator fulfils your objectives?

#### 1.3. Do you already have a name for your restaurant? A graphic identity? A logo? etc. If you do not have these yet, when do you intend to have them?

#### 1.4. Have you already found a location for your future restaurant ?

- *If not, which district would you like to trade in after the incubation period?*
- *where would you like to be in 3 years ?*

#### 1.5. What are you looking for in terms of mentoring?

- *In your opinion, which areas are your main weak points to be worked during the mentoring programme in order to make your project a reality?*
- *What coaching sessions are you interested in (Marketing, Retail Design, Finance, online PR, etc.)?*
- *At what stage of the project (before, during or after the incubation period)?*

#### 1.6. When would you like to make your project permanent (open your own restaurant)?

#### 1.7. What are your funding requirements and your financial capacity?

- *Do you have your own funds? What is your estimated budget? Do you have financial projections? (funding needs, start-up costs, projected turnover, operating costs, cash flow, etc.)*
- *(You may use your own template or fill in the tables provided in Annex 5)*

#### 1.8. Are you already in the process of applying for funding?

#### 1.9. Have you received bank authorisation?

#### 1.10. Will the Food Incubator meet your needs?



- *What kind of atmosphere do you aim to create? (Moodboard in Annex 4)*
- *How would you lay out your concept within the Food incubator? (Plan in Annexe 6)*
- *Other than rue des Bouchers, what would be your ideal location?*

1.11. What are the main steps that will enable you to establish your business during the incubation period?

- *What is your availability for implementing the project (capacity per week/person)*
  - *Pre-opening (coaching, project management, etc.)*
  - *When trading: planned opening hours*
- *Do you have the stock needed to launch immediately?*
- *What would be the least favourable retail period for your project?*

1.12. How are you going to get yourself known?

- *Do you have a marketing strategy (visual identity, marketing plan, etc.)?*
- *Event?*
- *What is your communications budget?*

If you want to prepare your Project in more detail, we suggest using the following tools (see Annex 5).

## 2. Your positioning in terms of price:

Provide us with your full menu (starters, mains and desserts) and the intended prices

## 3. Technical specifications of your starters, mains and desserts

Please provide the technical specifications of each of the dishes you will offer. We have not provided a template for these specifications.

## 4. Your staffing needs:

What are your staffing needs (commis chefs, kitchen porters, front of house, etc)? Do you already have a team? Do you have contact with recruitment agencies?



## Annex 4 - Optional Templates for describing your project in detail

- A. Target customer persona
- B. Financial Projection
- C. Business Plan & Financial Plan
- D. Moodboard
- E. Floorplan
- F. Proposed menu with price range
- G. Staffing needs
- H. Location of your potential future site



A. Target customer persona

Photo

*Must be representative of the Persona (their life, social circle, values, style, culture etc.)*

Surname, Forename

*"Quote that is representative of the persona"*

Key goals

*What is/are this persons objective(s) when using your service/product? (List the different aims identified in order of priority).*

Personality

*Personality traits?  
Behaviour?*

Digital fluency: ○○○○○○

Expertise: ○○○○○○

Frequency of use: ○○○○○○

...: ○○○○○○

Age, profession (occupation), place of residence

Tell us their story

*Who is this person?  
What do they do in life?  
What are their habits?  
What are their preferences?  
What knowledge and expectations do they have?  
What are their values?  
What are their aims in life?  
What are their frustrations?  
What is their buying power?*



## B. Financial Projection

### 1. Initial investment

The aim is to list all the investments that you must make in order to launch the business, then specify how you intend to fund them.

#### Funding needs

	Food Incubator	In my permanent venture
Administrative fees for founding the business (ie. business advisors, notary fees, etc.)		
Intangible assets (eg. business capital, key fund, patents, licenses, etc.)		
Financial assets (eg. rental deposit, etc.)	€800	
Tangible assets: Construction work		
Tangible assets: purchase of materials		
Tangible assets: purchase of vehicles		
Tangible assets: purchase of professional furniture		
Stock		
Initial cash flow		
Startup costs		
<b>TOTAL</b>		

#### Sources of funding

	Food Incubator	In my permanent venture
Own contribution in cash		
Own contribution in kind		
Loans		
Leasing		
<b>TOTAL</b>		

### 2. Funding the Business

The purpose of this section is to determine expected monthly turnover and specify the variable and fixed charges you must cover. (The Food Incubator column must be completed, but if your project is at a more advanced stage, you can complete the final column).

Item	Monthly total ex. VAT at the Food Incubator	Monthly total ex. VAT in my permanent location
Turnover <i>(Please state your working if possible)</i>		



Variable expenses (= cost prices: raw materials, purchase of goods, etc.)		
Fixed expenses (see below)		
Personal salary taken by the self employed individual or payment of a business manager including ONSS (Social Security Contributions).		
<b>RESULT</b>		

### 3. Calculating fixed expenses:

Item	Monthly total ex. VAT in the Food Incubator	Monthly total ex. VAT in my permanent location
Rental payment, property tax	€800	
Water, gas, electricity, heating, etc. (see annex 1 for details)		
Cleaning, maintenance, etc.		
Vehicle expenses (fuel, maintenance, vehicle tax, etc.)		
Office expenses: Internet, telephone ( <i>provided in the incubator</i> ), furniture, etc.		
Advertising costs		
Employee wages and social security contributions		
Social security payments for the self employed individual		
Social security contributions of the company		
Insurance (civil liability, fire, vehicle, etc.)		
Other expenses		
<b>TOTAL</b> (to be listed in the table below)		

#### C. Business Plan & Financial Plan:

Please consult the platform [www.monbusinessplan.be](http://www.monbusinessplan.be) for more information. If necessary, business support services may be able to help you to do so.

#### D. Moodboard:

[A moodboard] is an effective communication tool for conveying ideas about the atmosphere you wish to create.<sup>6</sup> It allows you to bring together the products, atmosphere, graphic charter, etc. of your project at a glance.

<sup>6</sup> <https://blog.buddyweb.fr/lutilisation-des-mood-boards-dans-les-projets-cr%C3%A9atifs-f8ee94111cbd>



## Annex 5 - Manifesto

- The Food Incubator is a temporary space with an affordable rent, intended to help prospective restaurateurs test their concepts, skills and abilities in the restaurant industry.
- The Food Incubator is a business aligned with "Good Food" culture, favouring local, sustainable food production (waste reduction, short supply chains, etc.). Its occupants favour local suppliers and publicise their sustainable practices. Occupants only use fresh produce and therefore avoid all agricultural products that are cooked and vacuum packed, pasteurised or sterilised, ready prepared, or preserved by freezing. Finally, the Occupants must offer at least one vegetarian dish, as well as a "Resto-Pack" or other form of doggy bag. To find out more about the "Good Food" concept, visit [www.goodfood.brussels](http://www.goodfood.brussels)
- As well as culinary culture, the Food Incubator is also a meeting point and a place to share experiences. It is a place for participants to share their passion for their region, speciality, tastes and flavours.
- In the short term, this means that the candidates can test and refine/alter their dishes, products, recipes, retail prices and working methods, as well as getting direct feedback from customers without the risk of bankruptcy.
- In parallel, the incubator reinforces the candidates' knowledge; to this end, they benefit from made to measure mentoring and coaching. In doing so, the candidates must have an open mind, a willingness to try new things and an acceptance of feedback intended to help them continue improving their concept. Candidates must also adopt a transparent and welcoming attitude with respect to their partners and customers.
- In the longer term, this means we can maximise their chances of succeeding in a demanding and competitive sector. In effect, the incubator offers mentoring and advice services that enable the candidates to go on to open and expand their restaurant in the Brussels-Capital Region.

Name(s) + signature(s)

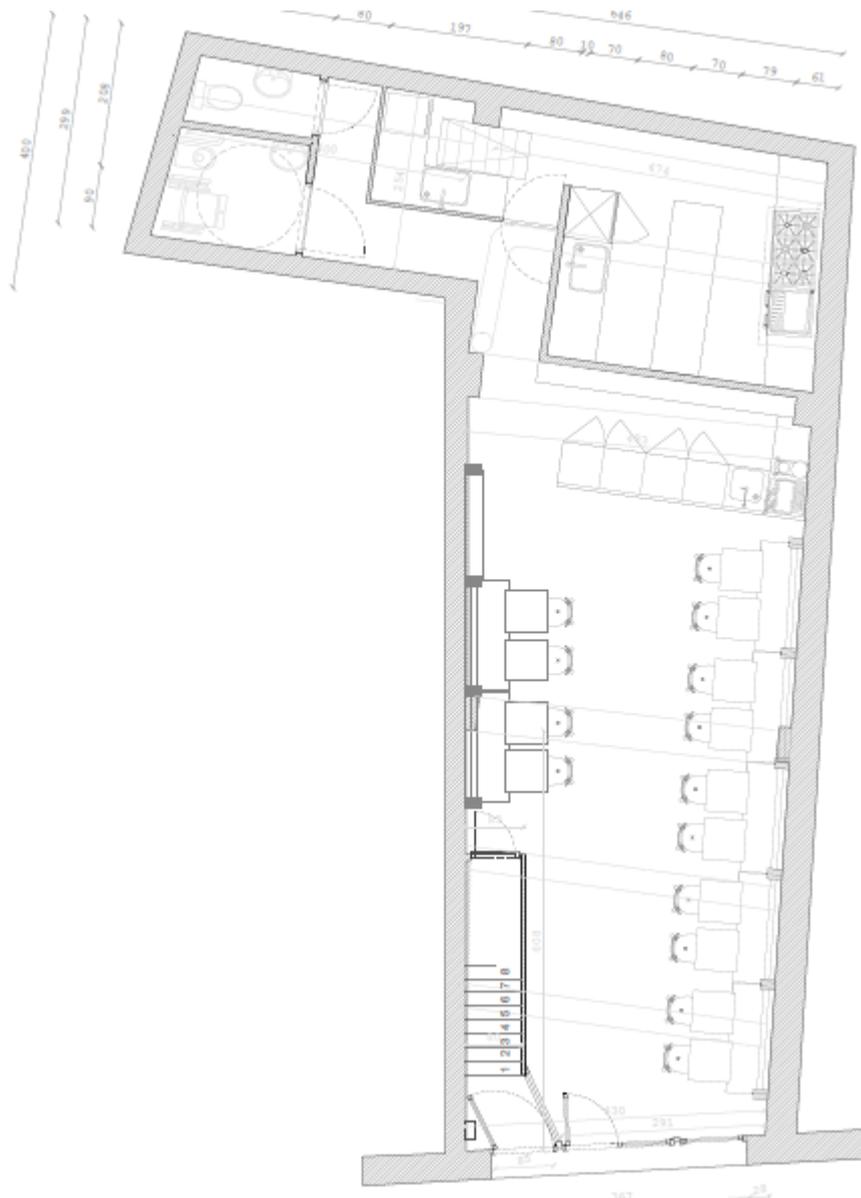
Date....., Brussels



## Annex 6 - Floor plan of the restaurant, full details of the kitchen and front of house

- A. Floor plan
- B. Details of the kitchen<sup>7</sup>
- C. Details of the front of house<sup>5</sup>
- D. Details of the bar

A. Floor plan



<sup>7</sup>Details of the kitchen and front of house are provided for illustrative purposes and are not exhaustive. All of the articles named will be returned subsequently.



## B. Details of the kitchen

### - Large equipment:

Air pulse convection oven, 60x40 4 tray convection oven + humidifier, 6 tray combi steamer, Front loading dishwasher + sink, 6 gas hobs, Cooker hood, Stainless steel fridge, Blast chiller, Slicer, Mixer with whisk and dough hook, Mincer, Work benches, Work bench with sliding door cupboards, Shelves.

### - Small equipment:

Scales, Electric kettle, Centrifugal juicer, Toaster, Juicer, Mixer/beater, 'Robot Coupe', food processor, Soup tureen, Sous vide machine.

### - Utensils:

1 Gas lighter/matches, 2 Cutlery trays, 25 2.5L storage containers/ 15 5L storage containers, 1 knife block or magnetic knife storage, 1 Measuring dish, 6 Pans, 1 Blowtorch, 1 Chinois strainer, 2 Pairs of scissors, 1 Egg slicer, 1 Microwave lid, Serving utensils, 1 Melon baller, 4 40cm Silicon spoons (hot and cold), 5 Round bottom mixing bowl, 2 Bottle openers, 3 Sauce distributors (Polyethylene bottles), 3 Peelers, 1 Skimmer, 2 Funnels, Cookie cutter, 1 Tomato core remover, 1 Salad spinner, 12 Kitchen towels + rail, Adhesive food labels, Cooking twine, 3 Whisks, 1 Carving fork, 1 Sharpening steel, 3 Silicone spatulas, 3 Ladles, 1 Mandolin, 4 Oven gloves, Pastry moulds, 1 Pepper grinder, 1 Tin opener, 1 Kitchen foil (45 cm), 1 Baking paper, 1 Clingfilm (45 cm), 1 Colander, 1 Set of ice tongs, 2 Sets of silicone tongs, 3 Colour coded chopping board + rack, Plates, Pastry bags, 4 Frying pans, Spice pot, 1 manual citrus juicer, 1 Garlic press, 1 Masher, 1 Box grater, 1 Rolling pin, 1 Set of 2 sink filters, 1 Whipped cream siphon + cartridge, 1 Bell or order system, 3 Trivets, 3 Spatulas, Fridge thermometer, 1 Apple corer, 1 Citrus zester

### - Utensils:

1 Fire blanket, Fire extinguishers, 1 First aid kit

## C. Details of the front of house

### - Front of house:

25 Tables, 55 Chairs, Fire extinguishers, 1 Highchair, 1 Baby change, 1 Outdoor A-board

### - Crockery/glassware:

Slates + Chalk pens, 60 soup plates, 60 starter/dessert plates, 60 dinner plates, 1 Ice bucket + tongs, 30 bowls, 20 Bread baskets, 20 dessert dishes, Knives: 40 starter/60 main course/40 dessert, 4 Multipurpose knives, Spoons: 36 soup/36 tea/24 espresso, Forks: 40 starter/60 main course/40 dessert, 3 Cake slices, 12 1/4 pitchers and 12 1/2L pitchers, 1 Wooden bread board, 3 Serving trays, 3 Cake plates and covers, Menu holders, 2 Milk frothing pitchers, 12 salt/pepper shakers, 2 champagne ice buckets/ 6 wine coolers, Serviettes, 2 Set of 2 sink filters, 3 Corkscrews, 6 Auto-measure sugar dispensers, 36 coffee cups + 36 saucers, 18 espresso cups + 18 saucers, 18 tea cups + 18 saucers, 12 teapots, 2 'VacuVin' wine savers + stoppers, 60 water/soft drink/beer glasses/60 wine glasses/12 mint tea glasses

### - Miscellaneous:

Frames, Mirrors, Toilet, no smoking, emergency exit and fire extinguisher signs, Coat stand/hooks on wall, Umbrella stand

### - Cleaning products:

Vacuum cleaner, Broom, Dustpan and brush, Toilet brush, Hairnet, Toilet paper dispenser, Tork dispenser, WC pedal bin, Floor squeegee and glass squeegee, Tork roll, Bucket



#### D. Details of the bar

Till, Till drawer, Wine store/ wine fridge, Racks for crockery (glasses, pitchers), Wine racks  
Sink + plug + rack + drainer, 3 or 4 door bar fridge, Dishwasher + 2 trays, Coffee machine  
Coffee grinder, Drawer for coffee grounds, Ice machine + ice bucket, Work surface, Bin

