

Sit Lux Pizza: An On-Campus Student Run Business Plan

Evan Carter¹, Sean Carter¹, Brianna Hudgins¹, N'Vonni Lowe¹, Kameron Sanders¹, Stanley St. Vilus II¹ and Nayyer Naseem[#]

¹Johnson C. Smith University, USA

[#]Advisor

ABSTRACT

Pizza has become a beloved staple in American culture, enjoyed across various occasions. With substantial growth and demand for ready-to-eat pizza, the pizzeria industry in Charlotte, NC, presents a lucrative opportunity, with local spending projected to reach half a billion dollars by the end of 2023. This business plan proposes a campus pizzeria at Johnson C. Smith University (JCSU), highlighting mutual benefits for students, staff, faculty, and the broader community. Initially campus-centric, the pizzeria aims to extend its reach citywide, statewide, nationally, and internationally, driven by a clearly defined mission, vision, and values. The student-owned and managed pizzeria will cultivate essential skills among students, aligning with JCSU's mission and core values. By providing a real-world platform to apply academic learnings, the venture fosters creativity, innovation, and problem-solving abilities. With institutional guidance, students will navigate entrepreneurship challenges in a supportive environment, preparing them for future leadership roles. This initiative enriches the academic journey, empowering students to transform aspirations into tangible achievements and creating a legacy of success at JCSU and beyond, producing entrepreneurial leaders capable of making a significant impact on the business world.

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Executive Summary

In recent years, pizza has established its place in American popular culture, becoming a staple for many, regardless of the occasion. From casual picnics to formal events, cafeteria buffets, birthday celebrations, or a quick lunch or dinner option, pizza has become a ubiquitous and beloved food choice across the United States and around the world. Whether ordered hot and ready from local pizzerias, branded pizza chain stores, gas stations, grocery stores, convenience stores, or prepared at home from frozen forms, pizza is an integral part of the culinary landscape. The substantial growth potential and projected demand for ready-to-eat pizza in the United States underscore the viability and profitability of initiating a pizzeria venture. With North Carolina ranking among the top ten populous states in the nation, the thriving market for pizza in Charlotte, NC, presents a lucrative opportunity. The number of pizza restaurants in the area has grown from 912 in 2013 to 987 in 2020, each vying for a share of the \$463 million that Charlotte residents spend on pizza (<https://blog.advertiseincharlotte.com>). By the end of 2023, this market is expected to have grown to about half a billion dollars.

This business plan aims to present a compelling case to JCSU leadership, illustrating how a campus pizzeria can generate mutually beneficial outcomes for students, staff, faculty, and the surrounding community. Originating as a campus-centric concept, this business idea has the potential to extend its reach beyond campus borders, encompassing the city, state, nation, and even venturing into international markets. As we unveil the strategic plan, our focal point revolves around a clearly defined mission, vision, and values that will guide us through this exciting entrepreneurial journey. The plan for establishing a student-owned and managed pizzeria is intricately woven to cultivate valuable skills among students, empowering them to efficiently operate a thriving small business enterprise in alignment with the institution's mission, vision, and core values.

This venture is crafted not only to positively impact the JCSU community but also to extend its benefits to individuals in the surrounding vicinity and the community at large. This “Student-Run-Business” program is meticulously designed to provide students with a real-world platform to apply academic learnings, fostering creativity, innovation, and problem-solving skills. With guidance and support from the institution and campus community, students can navigate the challenges of entrepreneurship in a controlled and nurturing environment. Moreover, the program serves as a steppingstone, preparing students for future endeavors in managing larger ventures. The invaluable experience gained equips students with the confidence and skills needed to succeed in diverse leadership roles across various industries.

This initiative not only enriches the academic journey of our students but also cultivates a generation of entrepreneurial leaders ready to make a positive impact on the business world. Through this innovative approach, we aim to empower our students to turn their aspirations into tangible achievements, creating a legacy of success at JCSU and beyond.

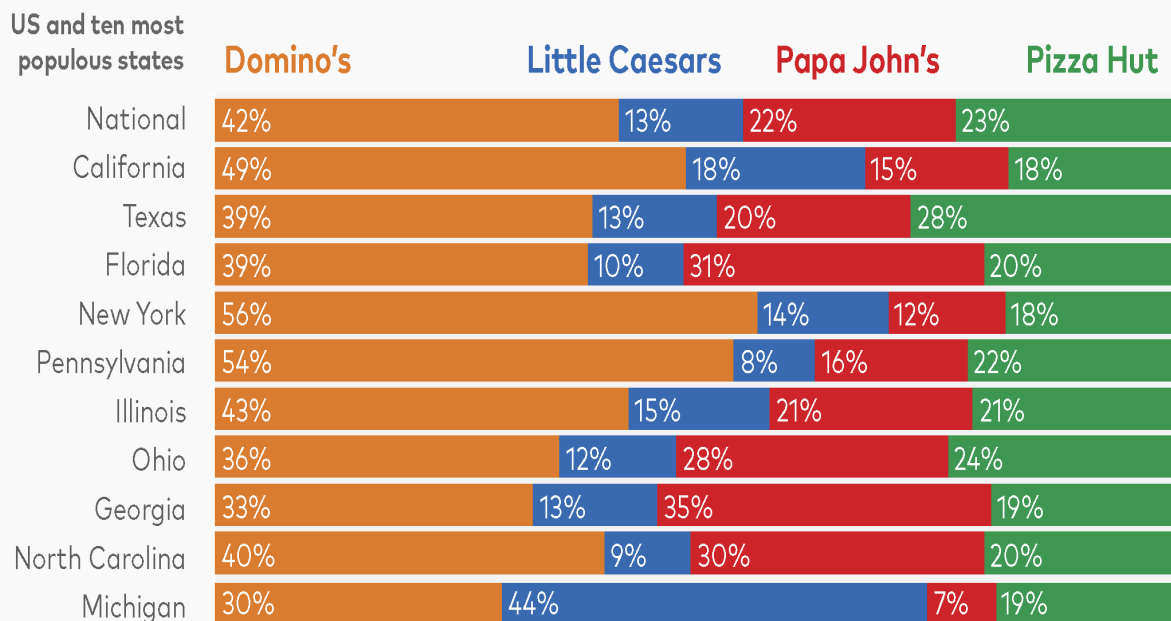
Introduction

Over the years, “pizza” has become an important part of American popular culture, and is considered staple food for many, no matter what the occasion. Ranging from picnics to formal events, including cafeteria buffets, birthday parties, or someone just eating it for lunch or dinner, it is a food option to consider for numerous people today, any time of the day, living in the United States or around the world. When we glance through, pizza is available in every nook and corner of a big city or a small town, being offered hot and ready to order from local pizzerias, branded pizza chain stores, gas stations, grocery stores, convenience stores, etc., or to be prepared at home frozen forms, in the US. Rooted in Italian origins, pizza is characterized by a round, flat base of leavened wheat-based dough, adorned with pizza sauce and a tantalizing combination of cheese, an array of toppings like anchovies, mushrooms, onions, tomatoes, olives, green pepper, and various meats, such as pepperoni, chicken, or steak. Traditionally baked in wood-fired ovens, modern pizza finds its place in electric or gas-fired ovens, maintaining its delicious allure (<https://en.wikipedia.org/wiki/Pizza>).



According to Business Research Insights, the global pizzas market reached a noteworthy USD 197.20 billion in 2021. The market is expected to reach USD 551.04 billion by 2031, exhibiting a Compound Annual Growth Rate (CAGR of 10.89 % during the forecast period (<https://www.businessresearchinsights.com>). In the United States, the pizza restaurants industry boasted a revenue of \$49.4 billion in 2023, representing nearly a quarter of the global pizza market (<https://www.ibisworld.com>).

Major Pizza Companies' Share of Sales in Select States in Q4 2021



* Represents systemwide sales



As per Bloomberg Second Measure (<https://secondmeasure.com>), Domino's leads the national market with 42% of the market share, followed by Pizza Hut at 23%, Papa John's at 22%, and Little Caesar's at 13%, per the 2021 data, leaving barely any room for local pizzerias. This substantial growth potential and projected demand for ready-to-eat pizza in the United States underscore the viability and profitability of initiating a pizzeria venture. North Carolina is among the top ten populous states of the nation. Upon checking the pizzeria business landscape of Charlotte, NC, the number of pizza restaurants in the area has grown from 912 in 2013 to 987 in 2020. Each fight for a slice of

the \$463 million Charlotte residents will spend in that dining category (<https://blog.advertiseincharlotte.com>). By the end of 2023, this market is expected to have grown to about half a billion dollars.

At Johnson C. Smith University (JCSU.com), home to approximately 1,300 students, 125 faculty members, and 300 support staff, and a few visitors, there is a palpable need for expanded dining options. While around 800 traditional on campus students of JCSU have access to the campus cafeteria, there remains a dearth of food choices for the broader JCSU community. Current options include a solitary coffee shop, a bookstore with cold sandwiches, and a student center with limited food vendors. While fast-food restaurants like Church's Chicken, Jets Pizza, and Bojangles exist just outside the campus confines, concerns linger regarding time, cost, and quality to purchase food from there. This glaring gap in accessible, quality food presents a compelling opportunity to establish an on-campus pizzeria, ideally student-owned and operated, endorsed by the institution, and embraced by the community. Such an endeavor promises a multitude of benefits for students, faculty, staff, and the broader community, as it grows.



This business plan strives to present a compelling case to JCSU leadership, demonstrating how a campus pizzeria can foster win-win outcomes for students, staff, faculty, and the surrounding community. From its humble beginnings, this business idea holds the potential to extend beyond campus borders, eventually covering the city, state, nation, and even venturing into international markets. As we unveil the strategic plan, our focus lies on a clearly defined mission, vision, and values that will navigate us through this exciting and promising entrepreneurial journey.

Strategic Business Focus and Guiding Principles

Our strategic business plan will be focused on and guided by the mission and the vision statements of our alma mater, JCSU. The mission statement of JCSU reads as following – “Rooted in legacy and tradition, Johnson C. Smith University endeavors to provide a multicultural and transformative experience, which educates, prepares, and graduates a diverse group of talented and highly motivated students who can communicate effectively, think critically, and learn independently as well as collaboratively. Further, JCSU cultivates an inclusive environment in which students are equipped to be global citizens who develop a compelling sense of social and civic responsibility for leadership and service (<https://www.jcsu.edu>).”



Similarly, following the vision statement JCSU states that – “Johnson C. Smith University prioritizes academic excellence and strives to be recognized as a premier professional liberal arts HBCU, providing students with high-quality academic, social, personal, professional, and spiritual learning experiences that lead to individual growth and development, a strong sense of community and purpose and top career outcomes.”, we are striving to provide experiential learning opportunities for our students through this student run business venture. Our business endeavor will be guided by the core values of the institution that include – integrity, student-centeredness, service, financial sustainability, excellence, inclusivity and equity, and respect for institutional legacy. We seek inspiration from our motto, “Sit Lux,” which translates from Latin to “Let there be light,” and accept the charge to send learned individuals forth to do good works and serve as a light to others. That is where the name of our proposed pizzeria venture comes from.

JCSU CORE VALUES
Integrity
Student-Centeredness
Service
Financial Sustainability
Excellence
Inclusivity and Equity
Respect for Institutional Legacy

Our business plan for establishing a student-owned and managed pizzeria is crafted with the intention of cultivating valuable skills among students, enabling them to effectively operate a thriving small business enterprise, which aligns with the mission, vision, and core values of the institution. This venture is designed not only to contribute positively to the JCSU community but also to extend its benefits to all individuals in the surrounding vicinity, and the community at large. The student-Run-Business program will be meticulously designed to offer students a real-world platform to apply their academic learnings, fostering creativity, innovation, and problem-solving skills. With the institution and campus community offering guidance and support, our students can navigate the challenges of entrepreneurship in a controlled and nurturing environment.

Furthermore, the program will serve as a steppingstone, preparing them for future endeavors in managing larger ventures. The experience gained will be invaluable, equipping our students with the confidence and skills needed to succeed in diverse leadership roles across various industries. It will not only enrich the academic journey of our students but also cultivate a generation of entrepreneurial leaders ready to make a positive impact on the

business world. Through this innovative approach, we seek to empower our students to turn their aspirations into tangible achievements, creating a legacy of success at JCSU and beyond.

Situation Analysis

To assess the current situation related to the potential of starting a student run pizzeria, initially on-campus, we start with the SWOT analysis. Where we look at our strengths and weaknesses focusing on the internal situation; and view opportunities and threats to assess the prevailing business environment, as part of the external situation.

Internal Situation (Strengths and Weaknesses)

Strengths: Founded in 1867 as the esteemed 'Biddle Memorial Institute,' our institution has evolved into the renowned Johnson C. Smith University, boasting a rich legacy of over 150 years. Embodying the spirit of enlightenment, encapsulated in our motto – Sit Lux, our Alma Mater has traversed a remarkable journey of academic excellence. Despite being a privately funded institution, the unwavering support from our donors, well-wishers, dedicated alumni, staff, faculty, and students has been instrumental in our success. The vibrant community of Charlotte, under the leadership of Mayor Vi Lyles, has taken a monumental step in bolstering our mission through the establishment of the Mayor's Racial Equity Initiative (MREI). The MREI is a groundbreaking initiative, laser-focused on achieving racial equity, social justice, economic opportunity, and upward mobility through robust public-private partnerships. With an ambitious goal of raising over \$80 million, this initiative will serve as a critical resource for Johnson C. Smith University. These funds will be strategically invested in enhancing resources, upgrading infrastructure, and nurturing our human capital to elevate our program offerings and expand our facilities.



Anticipating a significant portion of seed money from the MREI grant, we aim to bridge the remaining gap through collaborative efforts. Our faculty, staff, alumni, well-wishers, and private donors will play a pivotal role in contributing to this noble endeavor. Additionally, we are excited to announce the enthusiastic participation of 'Perkins,' an established private on-campus cafeteria management company, contributing a third of the investment. This visionary initiative aligns seamlessly with our commitment to providing an unparalleled learning experience, emphasizing experiential learning. Fueled by the strong sense of pride that our students and alumni hold for our institution; we are confident that this idea will not only take flight but also garner widespread support from both current and past members of the Johnson C. Smith University community. Together, we are poised to make a lasting impact on the future of education and social progress.

Weaknesses: At JCSU, despite their exceptional talents, students have yet to engage in the unique experience of running a 'Student-Run-Business' within the supportive framework of the institution and campus community. While some have completed internships and others have taken on part-time roles in nearby fast-food establishments, the

opportunity for immersive, hands-on business ownership remains untapped. One notable aspect is that many of our undergraduate students fall within the age range of 18-20 years, a phase where they might not have accumulated significant independent responsibility life experiences. Rather than viewing this as a limitation, we see it as a potential strength that we can leverage to empower our students to gain meaningful business experience while still in college. This can serve as an incubator, nurturing their entrepreneurial spirit and preparing them for more substantial leadership roles in the future. Providing students with the chance to run a business on campus, this endeavor aims to bridge the gap between theoretical knowledge gained in classrooms and the practical skills required in the professional world. This initiative will not only enhance their business acumen but also instill a sense of responsibility, leadership, and teamwork.



External Situation (Opportunities and Threats)

Opportunities: When we explore the opportunities before us, it becomes evident that there is substantial potential not only to successfully operate a student-managed pizzeria on our campus but also to expand its reach beyond our immediate confines. The vision is to tap into the lucrative multi-million-dollar pizza market in Charlotte, North Carolina, and even extend our footprint across the United States. The new leadership at JCSU is keenly proactive and embraces innovative ideas. As a private institution, we are consistently seeking avenues to generate income that benefits all stakeholders and the larger community. Establishing a student-run pizzeria aligns seamlessly with our mission, offering students a unique experiential learning opportunity, providing a convenient food option for the campus community, and creating a revenue stream that can be reinvested in both business growth and other student-focused programs.

JCSU's advantageous proximity to Charlotte's uptown, coupled with the convenience of a free-running trolley connecting the campus, positions us strategically for success. Our location provides an ideal setting for a kitchen, and we envision setting up pick-up kiosks in the downtown area, leveraging the bustling urban environment. We anticipate robust support from our diverse community, including students, faculty, staff, alumni, patrons, donors, and local businesses. As we embark on this culinary venture, we envision a groundswell of support, with individuals placing orders – both big and small – contributing to the growth of our enterprise. This initiative not only promises financial sustainability for the pizzeria but also reinforces JCSU's commitment to practical education and community engagement. By harnessing the collective support of our extended community, we aspire to not only create a thriving business on campus but also make a meaningful impact in Charlotte and beyond. Together, we envision a student-run pizzeria that not only serves delicious slices but also becomes a beacon of success and innovation for Johnson C. Smith University.



Threats: We must acknowledge the presence of competition from on-campus dining options, as well as numerous pizzerias and fast-food establishments in proximity. However, healthy competition is instrumental in enhancing the value proposition of our business offerings. It motivates us to continually refine and elevate the quality of our products to meet and exceed consumer expectations. Recognizing that some local commuting students, faculty, and staff opt for bringing lunch boxes to cut down on expenses, we see an opportunity to shift this behavior. By offering a swift and efficient delivery service, we aim to provide them with an appealing alternative – a piping hot and fresh pizza delivered to their office within minutes of placing an order. This strategic approach can transform the perception of affordability and convenience, potentially diverting business from other food options.



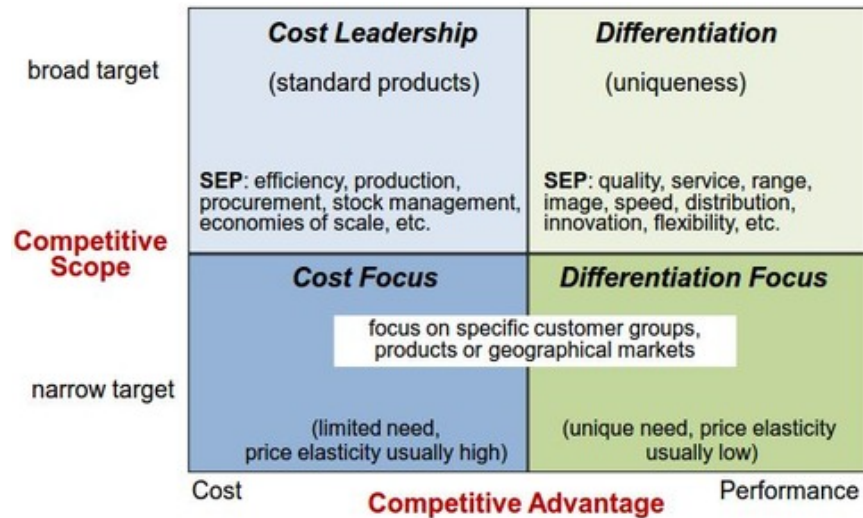
Yet, we are mindful that success in a competitive market hinge on consistently delivering exceptional products, outstanding services, and value for the money spent by our customers. The student-run pizzeria must stand out by offering a superior dining experience. Moreover, the unique dynamics of managing student discipline at the pizzeria, where individuals might be interning, engaged in paid campus jobs, or simply utilizing the dining area, require careful and considerate management. Implementing effective policies and fostering a positive work environment will be crucial in ensuring the smooth operation of the business. In terms of timelines, we understand that the rollout of this ambitious project involves a comprehensive process of approvals, planning, organizing, implementing, leading, and controlling. Realistically, it may take up to a year before the initiative takes flight. We acknowledge the potential challenges and are committed to meticulous project management to mitigate any delays and ensure a successful launch.

The accompanying SWOT analysis table provides a succinct overview of our strengths, weaknesses, opportunities, and threats, guiding our strategic decision-making process as we embark on this exciting venture.

S.No	Strengths	Weaknesses	Opportunities	Threats
1	JCSU is an established and financially strong institution	Lack of experience with any kind of student run business incubator	Huge potential for a pizzeria because of limited fast-food options on campus	Many people / students bring their lunch from home or eat in cafeteria
2	About 1500 people on campus on any working day	Slow institutional approval processes because of hierarchy involved may hamper quick decisions	The current leadership is working towards making the approval processes faster	It may take at least a year from the plan to roll out to get things organized, even if things moved quickly
3	Very close to Charlotte downtown	Restricted access to the campus will not allow any outsider to come in to make a purchase	Potential for a huge support and patronage from the students, staff, faculty, and alumni expected	Lots of competing pizzerias and fast-food options nearby
4	Many students have part-time work experiences	Students may not have experience in managing a pizzeria, and would need to be trained	This endeavor will give opportunity for our students to work, earn money, gain meaningful experience, and earn academic credits.	Some students may not take this opportunity seriously and may be slackers at work, impeding the operations of a pizzeria
5	The student enthusiasm and institutional norms and values	Will need to hire some full-time employees and pizza makers, as the students will rotate with their programs	With an option of buying fresh pizza on campus, some people may decide to skip bringing home made lunch	If people do not get good value for their money for the pizza offerings, the idea may not sustain for long no matter their patronage for the institution

Business Strategy (Mix of Product Differentiation and Cost Leadership)

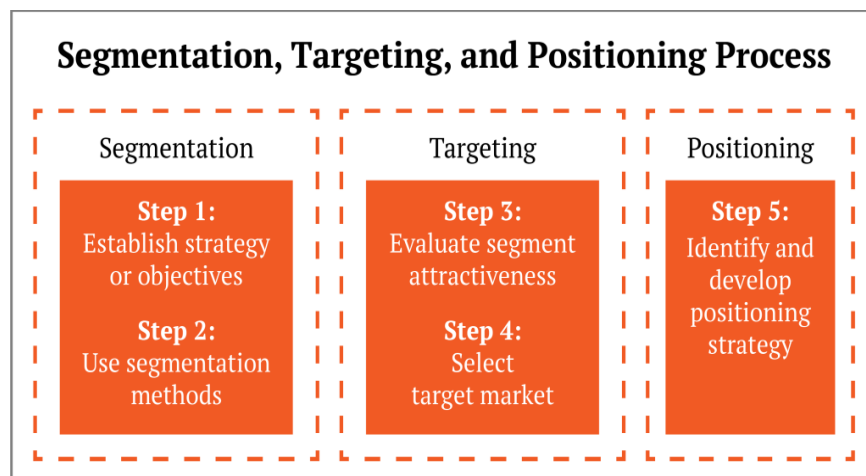
Our business strategy is intricately woven into the fabric of Johnson C. Smith University's mission, vision, and core values, as outlined in the strategic business focus detailed in Section 3. Our approach embraces a strategic blend of product differentiation and cost leadership, aiming to position our student-run pizzeria as a beacon of quality, affordability, and speed. Our commitment is to deliver a premium pizza experience, combining excellent quality, reasonable pricing, and rapid service, whether enjoyed in-store or through efficient delivery. To set ourselves apart, we will craft a Unique Selling Proposition (USP) based on these key attributes, ensuring that our pizza's quality rivals that of renowned brands like "Pizza Hut," while our prices remain competitive with those of "Little Caesars."



Our menu will feature a carefully curated selection of sizes, toppings, and pricing options, providing our customers with a diverse yet streamlined range of choices. The emphasis on convenience extends to flexible payment options, catering to the preferences and ease of our diverse customer base. In essence, our goal is to create unparalleled value for our customers, offering a superior product and service proposition compared to our competitors. By meticulously planning and executing this strategy, we aim to not only meet but exceed the expectations of our patrons, establishing our student-run pizzeria as a destination for high-quality, affordable, and swiftly delivered pizzas.

Market-Product Focus (Segmenting, Targeting, and Positioning)

Segmentation, Targeting, and Positioning (STP) form a crucial five-step process in our strategic approach, as outlined by established principles (<https://iu.pressbooks.pub>). Our segmentation strategy involves a two-fold process: establishing our strategy and employing effective segmentation methods.



Built on our comprehensive business strategy, which strategically combines product differentiation and cost leadership, our target market is the discerning middle-class segment within the pizza industry, segmented based on income. Typically, individuals pay diverse amounts for large pizzas, spanning from the budget-friendly options like

\$6 at Little Caesars to the mid-range prices of \$12-14 at Domino's, Pizza Hut, and Papa John's, and reaching up to \$25 or more at local high-end pizzerias.

Our unique positioning centers around delivering exceptional value, presenting a superior quality pizza at an incredibly affordable price point. This approach resonates with the expectations and preferences of the middle-class, providing them with a cost-effective yet premium dining option. The seamless process of placing orders and enjoying prompt deliveries further reinforces the value proposition for our target market. By homing in on the middle-class segment, we aim to establish our student-run pizzeria as a go-to destination, offering an enticing alternative for individuals seeking both quality and affordability in their pizza choices. Our strategic emphasis on delivering unmatched value will set us apart in the competitive pizza market, catering precisely to the tastes and priorities of our target demographic."



Marketing Mix – (7+2) P's

The marketing mix, a pivotal element in promoting a brand or product encompasses a strategic set of actions or tactics. Traditionally known as the 4Ps – product, price, promotion, and placement – the marketing mix has evolved to include additional influential elements for achieving successful business outcomes. Our tailored marketing mix, which integrates product, price, placement, promotion, people, process, physical evidence, packaging, and positioning, is meticulously designed to align with our business strategy and institutional mission. This approach ensures the effective and efficient utilization of available marketing resources to benchmark our goals. We discuss each one of them in some details below as part of our planning process.

Product

At Sit Lux Pizzeria, our commitment is to provide unparalleled value to our customers by delivering a perfect blend of quality and affordability. Our initial menu features two sizes, a medium pizza measuring a generous 12 inches in diameter, and a large pizza spanning 16 inches, expertly sliced into 8 equal portions, with hand tossed or pan made pizza options. As a special treat, customers can personalize their pizzas with three complimentary toppings chosen from a delightful array of meats and veggies. As we embark on this culinary journey, we envision expanding our offerings to include additional sizes, such as small and extra-large, and introducing delectable sides like breadsticks, pasta salads, mac and cheese, and mouthwatering chicken wings. This is just the beginning, and as Sit Lux Pizzeria flourishes, so will our menu, ensuring an ever evolving and delightful experience for our cherished patrons at JCSU and beyond.

Price

When it comes to the pricing of our pizzas, at Sit Lux we want to foster a community-centric approach towards our pricing. It is important for us to understand the needs of quality and affordable food options on campus for our students, faculty, and staff at JCSU. Drawing a comparison with market prices, such as those at Domino's where a medium pizza starts at \$7.99 and a large one at \$12.99, we are committed to offering an affordable alternative without compromising on taste. Our medium pizzas are competitively priced at \$5.99, while our large pizzas are a steal at just \$9.99, both inclusive of three toppings at no additional charge. We understand the financial constraints faced by college students, and our aim is to provide a delicious solution at a fraction of the cost. For those craving an extra topping indulgence, we offer the option to enhance their pizza experience with generous additional toppings for just \$0.99 each. To further streamline the process, we accept a variety of payment methods, including cash, debit/credit cards, and even students' flex dollars from their meal plans, ensuring accessibility and convenience for the entire JCSU community.

Placement

When it comes to the placement, we already have a location in mind that may be available for a kitchen and vending at Johnson C. Smith University's Mary-Joyce Taylor Hall. Nestled on the first floor alongside the students' union, bookstore, lounge, and expansive conference space, our establishment will occupy the currently inactive Pizza Hut space, presently managed by our trusted third-party food vendor, Perkins. In a strategic collaboration, Perkins will become a valued shareholder, contributing a third of the investment. This ready-to-use spot offers an ideal setting for students and faculty to unwind during leisure breaks or gather with peers after classes. Positioned strategically for quick, convenient access, our pizzeria caters to the university community's needs for on-the-go lunches between lectures and meetings. The existing infrastructure provides a seamless launchpad for Sit Lux Pizzeria, fully equipped with the necessary tools. As our venture flourishes, we envision expanding beyond the university confines, introducing a kiosk near the campus entrance for the local community and vending kiosks in busy uptown locations. Our commitment to convenience extends to online orders and campus deliveries, facilitated by our dedicated student workers on foot or scooters, with minimal charges and optional tips. We intend to open Sit Lux pizzeria from 10:00 am to 8:00 pm during week days to start with, with ordering closed by 7:00 pm to give time for cleaning and closure.



Promotion: Our promotion and marketing strategy at Sit Lux Pizza will be designed to seamlessly blend into the pulse of Johnson C. Smith University's vibrant campus life. Leveraging the power of digital platforms, we are excited to unveil an interactive website that not only showcases our diverse menus, enticing deals, and specials but also provides a user-friendly interface for online ordering, whether for convenient delivery or swift pickup. Positioned within an active university environment that hosts a myriad of events, from seminars and conferences to college fairs, music festivals, and sporting events, we see an invaluable opportunity to collaborate with event organizers for food catering services. To ensure a direct and personalized connection with the JCSU community, we will implement targeted email campaigns, enticing our students, faculty, and staff with exclusive promotions. Beyond the digital realm, our presence will be felt on campus through eye-catching flyers strategically placed on school-wide bulletin boards and amplified through engaging posts on our school's social media pages. Our attractive and ecofriendly pizza packages will also be eye turners on campus.



People

Sit Lux Pizzeria will stand as a unique venture at Johnson C. Smith University, not merely as a source of sustenance for some full-time workers, but as a hands-on learning experience crafted by and for the students. Beyond serving delicious pizzas, our establishment serves as an incubator for entrepreneurial skills, inviting students to actively engage in the intricacies of operating a successful business enterprise. Whether as interns or student workers, individuals will have the opportunity to immerse themselves in various aspects of the business, from operations and production to promotion and sales. With roles ranging from stock keepers, checkout register operators, and online order processors to pizza-making assistants, assistant managers, and managers, students can gain diverse experiences based on their expertise and class standing. Recognizing the ebb and flow of student life, we acknowledge the importance of maintaining operational continuity. Enter our strategic partnership with the seasoned third-party vendor, Perkins, which ensures a stable workforce. This collaboration guarantees that Sit Lux Pizzeria not only serves as a dynamic learning ground for students but also thrives with sustainable momentum over the years, transcending the waves of student turnover at JCSU. We plan two shifts between 8:00 am to 8:00 pm during weekdays the pizzeria would be open. Our student workers and staff will be paid as per the state guidelines exceeding the minimum wage per hour, with free medium pizza on duty.



Process

When it comes to the process of making our pizzas, we would make them hand tossed or pan made fresh every day, in a medium capacity conveyer oven. We will have some ready to go pizzas made a few minutes earlier stored in the warm see-through type of storage cabinets. Initially we plan to use premade frozen dough and then as gradually business grows, we will transition into getting the equipment to make our own dough, for better quality control, and cost savings over time. For customers who walk in and are willing to wait, our cycle time from order to delivery will be less than 20 minutes, to make sure we serve them hot to our customers for a great culinary experience that Sit Lux Pizza promises to deliver.



Physical Evidence

Sit Lux Pizzeria's tangible presence will be unmistakable with eye-catching signage showcasing our business name and logo, providing clear directions for students, faculty, and staff to easily locate us. Our holistic branding approach spans both the physical and digital realms, leveraging robust digital marketing strategies to promote our presence across the JCSU campus. Fostering a strong sense of unity and team spirit, our personnel, including students and full-time staff, will don distinctive T-shirts adorned with the Sit Lux Pizza name and logo, harmonizing in a vibrant palette of gold and blue. Every touchpoint, from napkins and paper plates to pizza boxes, will bear our unique branding. Ensuring a consistent and inviting ambiance, our locations will feature a blend of lively pop music, captivating visuals,

enticing aromas, and signature flavors, delivering a cohesive and exceptional experience that reflects our unwavering commitment to quality and value for our valued customers.



Packaging

For our packaging, we would use pizza boxes that have our business logo, colors of the school gold and blue, and slogans and tag lines for everyone to identify that it is a Sit Lux Pizza. Since JCU is an eco-friendly campus, we would like that to be reflected in our packaging. Hence, we will use pizza boxes made from bio-degradable materials that can be recycled and are good for the environment. Recognizing the power of first impressions, our aesthetically pleasing pizza packaging will ensure the safety and quality of our product but also serve as a walking advertisement, further bolstering our brand visibility. At Sit Lux Pizzeria, we will not be just selling pizza; we will be creating an experience, seamlessly integrated into the vibrant tapestry of university life.



Positioning

Our strategic positioning will revolve around the epitome of "Value for Money and High Quality" pizza, ensuring affordability without compromising on quality. The name "Sit Lux," derived from the Latin phrase "Let There Be Light," reflects the illuminating spirit of our esteemed institution, Johnson C. Smith University, encapsulating our commitment to enlightenment and growth. We envision all our students, faculty, and staff as shining lights, guiding

the path to a brighter future for our community and contributing to national development. In a nod to our university's identity, our logo will proudly feature blue and gold colors, fostering brand recognition and inviting the support of the JCSU community and well-wishers. Sit Lux Pizza aspires to be more than just a culinary choice; it aims to be a symbol of quality, affordability, and the radiant spirit of our institution.



Implementation Plan and Timeline:

This business plan will be sent to the university leadership to consider as a “Business Incubator Project” for JCSU students, we will seek the seed money from Mayor’s Racial Equity Initiative (MREI) grant committed to the institution, by the city of Charlotte, for about \$50, 000 for the students share. Equal amounts of investment are proposed to be made by the university and by a private third party, Perkins, the current catering company on campus for students’ cafeteria.

Sit Lux Pizza Implementation Timeline Gantt Chart

Activity	May 24	Jun 24	Jul 24	Aug 24	Sep 24	Nov 24	Dec 24	Jan 25	Feb 25
Plan-ning and Permis-sions									
Organ-izing									
Re-sourc-ing									
Imple-menting and Staffing									

Launch									
Control									

Since it takes time from planning to roll out of any business, big or small, we are giving about 6-months for this endeavor to materialize and come to life. Taking summer break into account, and if things go as per our expectations, we will form a planning committee as soon as possible, with representatives from all the three investment groups and target the grand opening in the Spring of 2025. The above Gantt chart shows the activities of planning, organizing, resourcing, implementing, staffing, leading, and controlling to make sure that every aspect of the operation runs smoothly and successfully.

Financial Projections (Breakeven Analysis, Balance Sheet, Expected Income Statement)

Breakeven Analysis (Year-1)

The breakeven sales level represents the number of units that must be sold to break even. This means that revenues are equal to expenses. Any units sold beyond this quantity will allow the company to generate net income. One of the best uses of breakeven analysis is to play with various scenarios. For instance, if you add another person to the payroll, how many extra sales dollars will be needed to recover the extra salary expense? If you borrow, how much will be needed to cover the increased principal and interest payments? Many owners, especially retailers, like to calculate a daily breakdown. This gives everyone a target to shoot at for the day. $\text{Breakeven Point} = \frac{\text{Total Fixed Costs}}{(\text{Gross Margin} / \text{Total Sales})}$

Breakeven Analysis Year 1	
Prepared By:	Company Name:
Sean CarterEvan Carter	Sit Lux Pizzaria
Gross Margin % of Sales	
Gross Margin	\$ 265,316
Total Sales	\$ 413,586
Gross Margin/Total Sales	64.2%
Total Fixed Expenses	
Payroll	\$ 72,800.28
Operating Expenses	\$ 105,953.71
Operating + Payroll	\$ 178,754
Breakeven Sales in Dollars (Annual)	
Gross Margin % of Sales	64.2%
Total Fixed Expenses	\$ 178,754
Yearly Breakeven Amount	\$ 278,650
Monthly Breakeven Amount	\$ 23,221

From the above analysis we learn that Sit Lux Pizzeria must sell at least 110 large pizzas (\$9.99 each), or 185 medium pizzas (\$5.99 each), or some combination of large and medium pizzas daily, assuming the school will be open for 21 days in a month, to break even the investment. Perhaps, opening the pizzeria on weekends would help achieve this figure relatively easily.

Balance Sheet (Year-1-3)

Balance Sheet Years 1-3			
Prepared By:		Company Name:	
Sean CarterEvan Carter		Sit Lux Pizzaria	
ASSETS	2025	2026	2027
Current Assets			
Cash	91,675	290,916	581,249
Accounts Receivable	-	-	-
Inventory	12,000	12,000	12,000
Prepaid Expenses	6,187	3,094	-
Other Initial Costs	6,667	3,334	-
Total Current Assets	\$ 116,530	\$ 309,344	\$ 593,249
Fixed Assets			
Real Estate -- Land	-	-	-
Real Estate -- Buildings	-	-	-
Leasehold Improvements	8,000	8,000	8,000
Equipment	20,572	20,572	20,572
Furniture and Fixtures	500	500	500
Vehicles	-	-	-
Other	-	-	-
Total Fixed Assets	\$ 29,072	\$ 29,072	\$ 29,072
(Less Accumulated Depreciation)	\$ 4,182	\$ 8,363	\$ 12,545
Total Assets	\$ 141,420	\$ 330,052	\$ 609,775
LIABILITIES & EQUITY			
Liabilities			
Accounts Payable	-	-	-
Commercial Loan Balance	-	-	-
Commercial Mortgage Balance	-	-	-
Credit Card Debt Balance	-	-	-
Vehicle Loans Balance	-	-	-
Other Bank Debt Balance	-	-	-
Line of Credit Balance	-	-	-
Total Liabilities	\$ -	\$ -	\$ -
Equity			
Common Stock	61,354	61,354	61,354
Retained Earnings	80,066	268,698	548,422
Dividends Dispersed/Owners Draw	-	-	-
Total Equity	\$ 141,420	\$ 330,052	\$ 609,776
Total Liabilities and Equity	\$ 141,420	\$ 330,052	\$ 609,775
Balance sheet in or out of balance?	\$ -	\$ -	\$ -
	Balanced!	Balanced!	Balanced!

An investment of about \$140, 000 (with equal amounts to come from students seed money, institution, and a third private party in a partnership agreement will get the ball rolling. The above is a sample balance sheet for a 3-year time frame and expectations of growth.

Income Statement (Year-1-3)

Income Statement Years 1-3						
Prepared By:	Company Name:					
Sean CarterEvan Carter	Sit Lux Pizzaria					
Revenue	2025		2026		2027	
7inch cheese pizza	206,793		301,676		394,641	
7 inch pep pizza	206,793		301,676		394,641	
Product 3	-		-		-	
Product 4	-		-		-	
Product 5	-		-		-	
Product 6	-		-		-	
Total Revenue	\$ 413,586	100%	\$ 603,352	100%	\$ 789,281	100%
Cost of Goods Sold						
7inch cheese pizza	76,927		112,223		146,806	
7 inch pep pizza	71,344		104,078		136,151	
Product 3	-		-		-	
Product 4	-		-		-	
Product 5	-		-		-	
Product 6	-		-		-	
Total Cost of Goods Sold	148,271	36%	216,302	36%	282,957	36%
Gross Margin	265,316	64%	387,050	64%	506,324	64%
Payroll	72,800		82,680		107,484	
Operating Expenses						
Advertising	6,000		6,180		6,365	
Car and Truck Expenses	-		-		-	
Commissions and Fees	-		-		-	
Contract Labor (Not included in payroll)	-		-		-	
Insurance (other than health)	504		519		535	
Legal and Professional Services	7,968		8,207		8,453	
Licenses	1,500		1,575		1,654	
Office Expense	-		-		-	
Rent or Lease -- Vehicles, Machinery, Equipment	-		-		-	
Rent or Lease -- Other Business Property	18,000		18,540		19,096	
Repairs and Maintenance	6,000		6,300		6,615	
Supplies	49,800		51,294		52,833	
Travel, Meals and Entertainment	3,000		3,090		3,183	
Utilities	6,000		6,180		6,365	
Miscellaneous	3,000		3,090		3,183	
Other Expense 1						
Other Expense 2						
Total Operating Expenses	\$ 101,772	25%	\$ 104,975	17%	\$ 108,282	14%
Income (Before Other Expenses)	\$ 90,743	22%	\$ 199,395	33%	\$ 290,558	37%
Other Expenses						
Amortized Start-up Expenses	6,427		6,427		6,427	
Depreciation	4,182		4,182		4,182	
Interest						
Commercial Loan	-		-		-	
Commercial Mortgage	-		-		-	
Credit Card Debt	-		-		-	
Vehicle Loans	-		-		-	
Other Bank Debt	-		-		-	
Line of Credit	-		-		-	
Bad Debt Expense	-		-		-	
Total Other Expenses	\$ 10,609	3%	\$ 10,609	2%	\$ 10,609	1%
Net Income Before Income Tax	\$ 80,134	19%	\$ 188,785	31%	\$ 279,949	35%
Income Tax	\$ 68		\$ 153		\$ 225	
Net Income/Loss	\$ 80,066	19%	\$ 188,632	31%	\$ 279,723	35%

We expect a growth of about 45-50% in our revenue by the end of the second year of successful operation from \$413,000 to \$603,000, with an expectation to reach \$790,000 in revenue after the end of third year of operation, and a projected gross margin of 64%. Other anticipated financial reports can be made available on request, because of the limitation of space in this report.

Discussion and Conclusion

Ultimately, the success of a new business startup hinges on the synergy, teamwork, and collaboration among all stakeholders, including students, the institution, and the third party, Perkins. The pivotal phase in the managerial process, bridging the gap between organizing and leading, is the implementation phase. We believe that with our robust business plan, the prospect of establishing a student-run startup business on the JCSU campus will significantly enhance business education and institutional programs through hands-on learning experiences.

This initiative holds the potential to instill confidence and practical experience in our students, empowering them to embark on successful entrepreneurial journeys post-graduation. By doing so, they not only contribute to the institution's reputation but also positively impact their communities. We are eager to advance to the next stage by submitting a comprehensive proposal, accompanied by this well-crafted business plan, to the institutional leadership for thoughtful consideration.

Limitations

Like any comprehensive business plan, our report has inherent limitations that may have influenced the quality and precision of the presented information. Some key constraints include:

a. Scope, Time, and Resource Constraints: Due to limitations in scope, time, and resources, data, charts, and tables regarding market size were derived from secondary online sources. While we have diligently cited these sources, it's essential to acknowledge that they might not be the most current, potentially subjecting the information to errors.

b. Need for Primary Research: A vital aspect within the project's scope is the necessity for primary research. This involves exploring the proposed offerings, understanding the nuances of the chosen location, delving into the demography of potential buyers, and gaining insights into their food preferences. Conducting such primary research would provide a more robust foundation for our business plan.

c. Time Constraints and Team Contribution: The collaborative effort of our team has been extensive, given the time pressures of the ongoing Spring-2024 semester. Despite the limited timeframe available to us for submitting the report, we have maximized our contributions. However, the potential enhancement of the report could be explored through further engagement with various campus resources.

d. Business Success Dynamics: Recognizing that the success of any business plan is multifaceted, it is imperative to underscore the importance of cooperation among stakeholders, the effectiveness of implemented strategies, efficient resource utilization, unwavering commitment to success, and an element of luck in the transition from the planning phase to the actual rollout. This is just a business proposal at the time, in order to execute the same, we will need to first present it to the institutional leadership team, speak with the third potential private party (Perkins) about the possibility, and get everyone together on the table to execute the plan.

In acknowledging these limitations, we pave the way for continuous improvement and refinement. Future iterations of this business plan could benefit from additional primary research, a more extended planning horizon, and increased engagement with available campus resources. While we have strived to deliver a comprehensive and viable plan within the given constraints, we acknowledge the dynamic nature of business environments and the need for adaptability in our approach.

Appendices

Sit Lux Pizza – Print Advertisement#1



**SIT-LUX
PIZZA**

**GRAND OPENING
APRIL 2024**

**DINE-IN
OR
CARRY
OUT**

100 BEATTIES FORD RD.
CHARLOTTE, NC 28216

WWW.SIT-LUXPIZZA.COM





Sit Lux Pizza – Print Advertisement#2

A vibrant orange background with a white grid pattern. In the top left corner is a small logo for 'SIT LUX PIZZA' featuring a stylized pizza slice. The main title 'Sit-Lux' is in a blue script font, and 'PIZZA' is in large, bold, white block letters. Below the title, a tagline reads: 'Embark on a flavor journey with our artisanal pizzas, crafted with the finest ingredients to bring you a slice of perfection in every bite'. The central image is a large, stylized pizza with a blue base and white toppings, with one slice being pulled away. To the right of the pizza is a white circular badge with a scalloped edge containing the text 'ONLY \$9.99'. At the bottom center, a white banner with a blue border says 'ORDER NOW'. Below the banner, the address '100 Beatties Ford Road Charlotte, NC |' and the website 'WWW.Sit-LuxPizza.com' are listed. Decorative white zigzag lines are scattered around the central pizza graphic.

Sit-Lux
PIZZA

Embark on a flavor journey with our artisanal pizzas, crafted with the finest ingredients to bring you a slice of perfection in every bite

ONLY \$9.99

ORDER NOW

100 Beatties Ford Road Charlotte, NC |
WWW.Sit-LuxPizza.com

Sit Lux Pizza – Print Advertisement#3

SIT-LUX **PIZZA**

Fresh Ingredients

Free Home Delivery

Grand Opening Disc. 20% Off



SIT-LUX PIZZA

www.Sit-Luxpizza.com

a. Sit Lux Pizza – Tag Lines/Slogans

- "Savor the Success, Slice by Slice!"
- "Where Quality Meets Affordability – Sit Lux Pizza!"
- "Student-Crafted, Budget-Friendly Delights!"
- "Taste the Difference, Taste Sit Lux!"
- "Affordable Excellence, Baked with Passion!"
- "Unbeatable Quality, Unbelievable Price – Sit Lux Pizza!"
- "More Than a Slice, It's a Student-Made Experience!"
- "Elevate Your Taste, Not Your Budget – Sit Lux Pizza!"
- "Affordable Artisanal Pies – Because You Deserve the Best!"
- "Pizza Perfected, Prices Pleasing – Sit Lux Magic!"
- "Crafted by Students, Loved by All – Sit Lux Delights!"
- "Smart Choices, Delicious Slices – Sit Lux Pizza Shines!"
- "Budget Bliss, Bite after Bite – Sit Lux Wins the Flavor Fight!"
- "Your Campus, Your Pizza – Sit Lux: Where Quality Reigns Supreme!"
- "Satisfy Your Cravings, Satisfy Your Wallet – Sit Lux!"
- "Breaking the Mold, Not the Bank – Sit Lux Pizza Revolution!"
- "Affordable Eats, Unforgettable Treats – Only at Sit Lux!"
- "Student Ingenuity, Pizza Exclusivity – Sit Lux Triumphs!"
- "Quality Beyond Quarters – Sit Lux Pizza, Where Value is Standard!"

b. Sit Lux Pizza – YouTube Advertising Commercial Links:

- <https://www.youtube.com/watch?app=desktop&v=0NME92pvYHY&feature=youtu.be>
- <https://www.youtube.com/watch?v=3IKPPAoyVoY>

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Article Classification: Other Articles (Non-Peer Reviewed) / Student Run Business Proposal.

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