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*Knight Bites*

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# Business Concept

- Make contracts with colleges to package and sell their dining hall food past dining hall hours in a booth outside their dining hall, extending their dining hall hours by 4 – 5 hours (depends on contract).



# *Customer Value Proposition*

For Students who stay out late and could not eat dinner before the dining hall(s) closed, or want food later towards the evening, our service provides the leftovers of the dining hall food for sale past 9:30 near the campus dining areas. Unlike other food places nearby that are open late, Knight Bites allows students to use meal swipes while still getting food when they need it late at night. Additionally, by providing leftovers, it allows for less scraps and waste which also benefits the environment.



# *Vision, Mission, and Core Values*

## **Vision**

→ Provide college students with sustainable food options and reduce food waste



## **Mission**

→ To partner with college dining services and sell dining hall food outside the dining halls, utilizing the food that was prepped before closing and letting student pay with meal swipes.



## **Core Values**

- Accessibility – provide reliable food options for students after dining halls close
- Sustainability – repurpose surplus meals to minimize food waste
- Affordability – keep pricing student-friendly by accepting meal swipes
- Partnership – collaborate with college Dining Services to maximize impact

# Financial & Strategic Objectives



1. ACHIEVE A NET PROFIT OF 50,000 BY THE END OF THE SECOND YEAR OF OPERATION



2. PAY OFF ALL BORROWED DEBT BY THE END OF THE THIRD YEAR OF OPERATION.



3. RAISE 300,000 IN CAPITAL BY THE END OF THE CALENDAR YEAR 2025

- 1. Gain at least 500 unique student customers within the first semester of launch by marketing through Rutgers Student Organizations and events.
- 2. Achieve a 75% customer return rate by the end of the first year by staying consistent within the business model
- 3. Have at least 50 active employees across the entirety of Rutgers NB by the end of the first year of operation.

# *Corporate Social Responsibility Key Initiatives and Rationale*

CSR Initiative	Rationale
 Reduce Food Waste	An imbued part of the corporation.
 Donate Food to Homeless	If there is access food after operation hours are over, it can be given to shelters or other places where those that are less fortunate can have a meal. (Ex: Elijah's Promise)
 Compostable and Recyclable Containers, Utensils, & Bags	Aligns with the environmental goals of the company and the sustainability efforts it pursues. Reduces business' environmental footprint and enhances reputation among eco-conscious students.

# New Product/Service

- Knight Bites Delivery Service
  - Provides on-campus delivery of Knight Bites meals so students can get food directly to the dorm or study spots after dining halls close for an extra fee or extra meal swipe



# *National Expansion Decision, Approach, & Rationale*

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- Why expand nationally?
- - Most college campuses around the U.S. have the same issues when it comes to dining halls closing early and students being left with little options to eat afterwards. This provides students with that ability to have meals after dining halls close while also reducing food waste.
- Approach?
- - Franchising
- Rationale
- - Franchising allows for Knight Bites to expand quickly while minimizing financial risk and leveraging local operators who understand their campuses. Though some control is sacrificed, this model provides the best balance of growth speed, lower investment, and sustainable national presence

# *Expansion Strategy*



## → Global Expansion: Canada

- Canada is the most attractive option for international expansion because of its cultural similarity to the U.S., strong demand from a large college student base, and business friendly legal environment

## Standardization

- The only thing that would be standard is the bowl/ container that the food is provided in as the food is already made by the university

## Entry Strategy: Franchise

- Expanding, managing, and dealing with the costs of operation would be much simpler. Letting people who know the communities in these colleges also make some inputs on how the business should operate would be very beneficial and possibly make or break the business



UNIVERSITY OF  
TORONTO



# *Key Job Descriptions & Summary of Role*

## Food Redistribution Coordinator (Manager)

### → Key Responsibilities

- Coordinate food pickup from dining halls
- Ensure safe food storage and handling
- Track inventory and tracking food waste
- Supervise the late-night station

### → Qualifications

- Experience in food handling or service
- Knowledge of health and food regulations
- Strong organizational skills
- Comfortable working late night shifts

### → Compensation

- \$25/hr
- Free meal per shift
- Bonus after 9 months
- Flexible scheduling and promotion opportunities



# *Employee Motivation Initiatives*



## **Knight of the Month**

*recognizes stand out employees*



## **Professional Development Workshops**

*Team workshop events, provides inclusive environment and allows employees to enjoy themselves while still engaging in work activities*



## **Flexible Scheduling**

*Allows employees to choose preferred shifts within reason since the business operates late*



## **Food Benefits during Shifts**



## **Open Floor Meetings**

*Provides employees with opportunities to voice their opinions and concerns in order to make communication within the business easier and allows issues to be resolved*

# Announcement of Employee Departure

Team Update and Exciting New Changes

To Cc Bcc

Team Update and Exciting New Changes

Dear Knight Bites Team,

We are sad to announce that two of our highly valued team members have decided to leave their positions effective immediately. While we are sad to see them go, we appreciate everything they have done for the business and wish them all the best in their future endeavors.

Upon reflection, we as a management group need to make changes to the workplace environment and create a strong culture within our team. To improve this and ensure everyone feels supported and valued, we will begin implementing several new initiatives. These include:

- Knight of the Month
- Professional Development Workshop Retreats
- Flexible Scheduling
- Meal Benefits during Shifts
- Open Floor Meetings

Our goal is to create an environment where everyone feels motivated, appreciated, and proud to be a part of a sustainable effort that helps college students and also reduces food waste. We want Knight Bites to not just be a place of work, but a community and a family. If you all have any further suggestions or concerns, please feel free to reach out directly.

Sincerely,  
Knight Bites Management Team

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# Employee Engagement

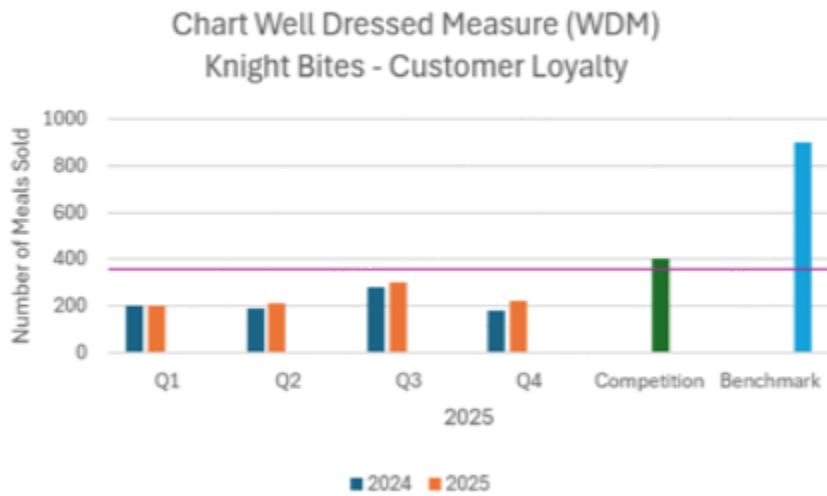
- Define what the employees need to feel engaged within the organization and how Knight Bites could be better from it
- See how engaged our current employees are via surveys and find ways to improve the engagement levels
- Make an action plan to improve engagement that includes things like SMART goals, staff recognition programs, leadership opportunities, and improving schedules, and monitoring the progress
- Reward those who were involved with improve employee engagement levels through things like bonuses and team engagement events.



# SIPOC for Key Process

Suppliers	Inputs	Process	Outputs	Customers
<ul style="list-style-type: none"> <li>- Commercial Real Estate Market</li> <li>- Wholesale Supply Distributors</li> <li>- Local Labor Market</li> <li>- Wholesale Food Distributors</li> </ul>	<ul style="list-style-type: none"> <li>- Physical restaurant with equipped kitchen, workspace, furniture, utensils, &amp; supplies</li> <li>- Experienced head chef, cooks, cashiers, and delivery drivers</li> <li>- Ingredients</li> </ul>	<ul style="list-style-type: none"> <li>- Create menu</li> <li>- Prepare kitchen</li> <li>- Purchase ingredients and supplies</li> <li>- Take customer orders</li> <li>- Prepare orders</li> <li>- Deliver orders</li> </ul>	<ul style="list-style-type: none"> <li>- Great tasting dishes</li> <li>- Accurately prepared and portioned</li> <li>- Quick and friendly service</li> <li>- Reasonable prices</li> </ul>	<p><b>Who:</b></p> <ul style="list-style-type: none"> <li>- Individuals</li> </ul> <p><b>Desired Customer Behaviors:</b></p> <ul style="list-style-type: none"> <li>- Return to business</li> <li>- Referrals</li> <li>- Great reviews on social media</li> </ul> <p><b>Customer Requirements:</b></p> <ul style="list-style-type: none"> <li>- Delicious Food</li> <li>- Accurate Orders</li> <li>- Friendly Service</li> <li>- Good Value</li> </ul>

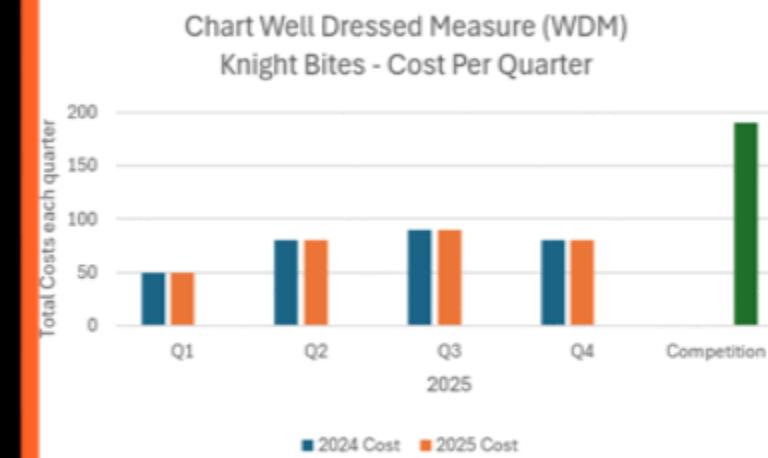
# Effectiveness and Efficiency Charts



Performance status:  
Improvement needed

While it was better than 2024's yield, it was still below the goal, the competition, and the benchmark

Improvement: Sales in Q2, Q3, and Q4 are 1.1%, 1.07%, and 1.22% better in 2025 than 2024



Performance status: Doing Well

Our costs remained the same, considering that our containers are reusable and we use the food the dining hall prepares. Considering we will not expand to other colleges between 2024 and 2025, we will be paying the same amount for salary as well. Costs are much lower than the competition.

# *SIPOC Process Improvement Initiative*

- Knight Bites will launch a QR-code feedback system on all packaged meals to collect real-time student opinions and menu suggestions. Based on the feedback, the team will adjust meal options weekly to focus on the most popular late-night foods. A “Sustainability Rewards” program will also be introduced, offering a free meal or reusable container after five purchases to encourage repeat visits and loyalty.



## *Recommendation to Sell*

- Ultimate Decision: **Not to sell**
- Although selling has its benefits such as making quick profit, and the possibility of the new owner being able to expand our company and spread it's help. Additionally, decisions afterwards would be out of our hands. However, there are other ways for us to still make profit and hold ownership. Some examples would be a strategic partnership or partial sale to a more reputable investor with industry experience. It's also possible to offer a buyback or employee stock ownership plan (ESOP) to maintain control while rewarding shareholders. Additionally, a new company might not uphold our same principles of supporting students if they don't have a similar background. Overall, we do not recommend selling.

# Business Success

- Our success came from our:
  - Steadfast resolve to abide by our vision, mission, and core values
  - Focus on employee happiness and engagement
  - Attention to customer needs and wants
  - Innovative business model
  - Strong ideas for expansion

