



1.0 Executive Summary

Muchos Nachos is a fast food restaurant that caters the Mexican staple dish which is nachos and offers alcoholic drinks and home brewed non-alcoholic drinks that complement the dish. Muchos Nachos offers a delightful snack with a variety of sauces to choose from and an artistic playful ambience of a restaurant lounge and free Wi-Fi for the customers to enjoy. Muchos Nachos will cater to people who are Mexican food lovers and people that want to eat a light snack.

Muchos Nachos is owned by Jack Daniels using the sole proprietorship type of business. He has enough capital to start a business worth Php 760,000.00 of investment. Muchos Nachos will be located at the busy streets of Angeles City, on the ground floor of the commercial building at 464 Sto. Rosario St. Angeles City, Pampanga (beside Metrobank, Angeles and in front of Nepo Mall side exit). The 150 square meter premise will be divided for different purposes: the dining area (65%) and kitchen area (35%). The dining area will have an approximate 60 seater area, a bar counter, a cashier and the toilet. The location is near many schools, malls, church and other business establishments. Muchos Nachos operates from 10:00am-10:00pm on Mondays to Thursdays and extends until 12midnight on Fridays and weekends.

Muchos Nachos will maintain a healthy 50% gross margin, which combined with reasonable operating and transportation expenses, will provide enough cash to finance further growth.

1.1 Objectives

Muchos Nachos' objectives for the first year of operations are:

- Become one of the best and known restaurants in Angeles City
- Maintain a 50% gross margin
- Turn in profits from the first month of operations
- To compete among top restaurants among the area

1.2 Keys to Success

The keys to success will be:

- Build an artistic design that will attract customers and an enticing aura that will make customers want to buy what we offer.
- Employee skills and communications training to reach high quality product and service.
- Marketing strategies aimed to build a solid base of loyal customers, as well as maximizing the sales of our primary product which is nachos.

1.3 Mission

To ensure that each customer receives prompt, friendly and courteous service. To maintain a clean, comfortable and well maintained premises for our customers. To provide at a fair price - nutritional, well-prepared meals - using only quality ingredients. To ensure that all customers are treated with the respect and dignity they deserve. By maintaining these objectives we shall be assured of a fair profit that will allow us to contribute to the community we serve.

1.0 Company Summary

Muchos Nachos is a fast food restaurant that offers the Mexican staple food which is nachos, alcoholic drinks and home brewed non-alcoholic drinks in its 150 square-meter nacho restaurant located across the side entrance of Nepo Mall, Angeles City, Pampanga. Muchos Nachos owned by Jack Daniels under single proprietorship type of business. The start-up loss of the company is assumed in the amount of Php 383,200.00

2.1 Company Ownership

Muchos Nachos is owned by Jack Daniels under single proprietorship type of business. The proponent has enough capital to start the business with the total investment of Php759,500.00 in the form of equipment, building, legal and insurance expenses, pre-paid expenses and other start-up expenses.

2.2 Start-up Summary

The start-up expenses include:

- Legal expenses for obtaining licenses and permits as well as the accounting services totaling Php10,200.
- Marketing promotion expenses for the grand opening of Muchos Nachos in the amount of Php15,500 and as well as flyer printing (500 flyers at 10 per copy) for the total amount of Php5,000.
- Insurance (building, workers' compensation and third party liability) coverage at a total premium of Php10,000.
- Pre-paid rent expenses for one month at Php22,500.
- Premises remodeling in the amount of Php300,000.
- Other start-up expenses including stationery and phone and utility deposits (Php20,000).

The required start-up assets include

- Operating capital in the total amount of **P12, 701.78** which includes employees and owner's salaries.
- Start-up inventory of **P99,810.00**, which includes:
 - Ground Pork – P 23, 800.00
 - Ground Beef – P 23, 800.00
 - Tomato – P 2,520.00
 - Lettuce – P 980.00
 - Onion – P 2240.00
 - Cheddar Cheese – P 3, 920.00
 - Eden Cheese – P 2, 800.00
 - Nachos Chips – P 34,300.00
 - Wine - P 1,500.00
 - Vodka - P 500.00
 - Beer - P 2,700.00
 - Lemons - P 350.00
 - Sugar - P 400.00

ITEM	PRICE (Php)	QUANTITY	COST	SUPPLIER
Ground Pork	P 170 / kg	140kg	P 23, 800.00	Monterey
Ground Beef	P 170/kg	140kg	P 23, 800.00	Monterey
Tomato	P 30/kg	84kg	P 2,520.00	Pampang Market
Lettuce	P 35/kg	28kg	P 980.00	Pampang Market
Onion	P 80/kg	28kg	P 2240.00	Pampang Market
Cheddar Cheese	P 140/kg	28kg	P 3, 920.00	Kraft
Eden Cheese	P 100/kg	28kg	P 2, 800.00	Kraft
Nachos Chips	P 140/kg	245kg	P 34,300.00	Nachos King
Wine	P 300/bottle	5bottles	P 1,500.00	Henessy
Beer	P 30/bottle	90bottles	P 2,700.00	Henessy
Lemon	P 35/kg	10kg	P 350	Pampang Market
Sugar	P 40/kg	10kg	P 400	Pampang Market
Vodka	P 100/bottle	5bottles	P 500	Henessy
TOTAL			P99,810.00	

- Equipment and Prepaid expenses with the total amount of **P300,000.00**
 Prepaid Expenses of Php40,633.75, which includes:
 - Plates (S) P 235
 - Plates (M) P 705
 - Plates (L) P 1175
 - Wine Glass P 2400
 - Shot Glass P 22.12
 - Water Glass P 5000
 - Kitchen Utensils P 3,606
 - Tissue Paper P 670

- Plastic Containers (for serving food) P 4,998
- Tables and Chairs P 25,000

ITEM	BRAND	MODEL	RATING	CAPACITY	COST
Plates (S)	Zanghuan	Ceramic	6pcs/lot	New	P 47 (x 5) = P 235
Plates (M)	Zanghuan	Ceramic	6pcs/lot	New	p 141 (x 5) = P 705
Plates (L)	Zanghuan	Ceramic	6pcs/lot	New	P 235 (x 5) P 1175
Wine Glass	Lazada	Glass	6pcs/lot	New	P 480 (x 5) = 2400
Shot Glass	AliExpress	Stainless		New	P 22.12
Water Glass			50 pcs lot	New	P 100 (50 pcs needed) = P 5,000
Kitchen Utensils	AliExpress	Stainless Steel	4pcs/lot	New	P 450.75 (x 8)
Tissue Paper			30 packs/ box	New	P 335 (x 2) = P 670
Plastic Containers (for serving food)			20pcs	New	P 2,499 (x 2) = P 4,998
Tables and Chairs			4pcs/lot	New	P 5,000 (x 5) = P 25,000
TOTAL					P 40,633.75

Equipment Inventory of P **247,208.45**, which includes:

- Weighing Scale P 8,000
- Juice Dispenser P 47,073.50
- Split Type Inverter P 120,000
- Cash Register P 20,000
- Stove P 2,500
- Hand Drier P 20,000
- Refrigerator P 18,000
- Freezer P 18,075.40

ITEM	BRAND	MODEL	RATING	CAPACITY	COST
Weighing Scale	Asuki Electronic Scale			New	P 8,000
Juice Dispenser	Donper	LP18x3 CE	3 x 18L	New	P 47,073.50
Split Type Inverter	York			New	P 40,000 (x 3) (with installation)
Cash Register	Kamatsui	JM5		Used	P 13,559.55

Stove	La Germania			New	P 2,500
Refrigerator					P 18,000
Freezer	Westinghouse	12 cu ft		Used	P 18,075.40
Hand Drier					P 20,000
TOTAL					P 247,208.45

2.3 Company Location and Facilities

Muchos Nachos will be located on the ground floor of the commercial building at 464 Sto. Rosario St. Angeles City, Pampanga (beside Metrobank, Angeles.) The company has secured a one-year lease of the vacant 150 square meter premises previously occupied by a printing press. The lease contract has an option of renewal for two years at a fixed rate that will be executed depending on the financial strength of the business.

The floor plan will include a 39 square meter kitchen and storage area and a 111 square meter dining area which will include a seating area for approximately 60 persons, a cashier and bar counter and a toilet.

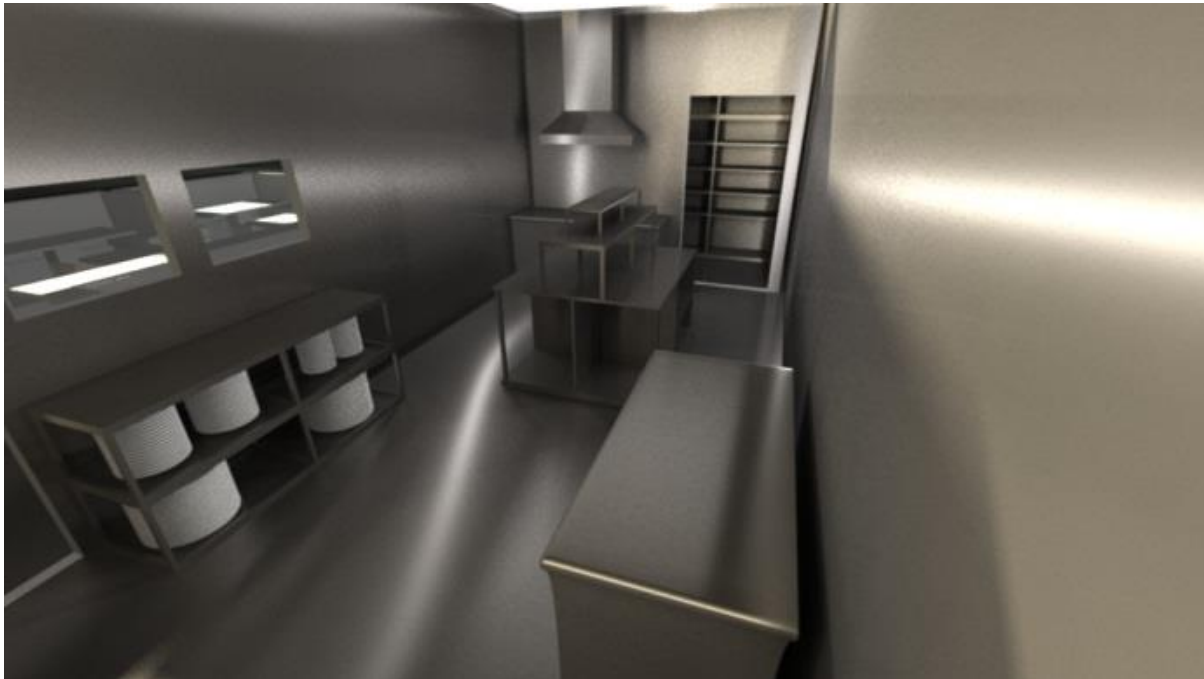
This property is located in a commercial area within a walking distance from schools (Holy Angel University and Holy Family Academy), Holy Rosary Church, malls and other establishments. The premise is regularly supplied with water and electricity and will require a major renovation.

Below is the interior model of Muchos Nachos:

Dining Area



Kitchen and Storage



3.0 Products

Muchos Nachos is the first nachos restaurant in Angeles City. Our menu will be Mexican-type with a touch of Filipino taste. Nachos are staple of any Mexican restaurant and a real crowd-pleaser to any social gatherings that Filipinos nowadays adapted. Muchos Nachos offers the best tasting Nachos along with home brewed iced-tea and lemonade that complements it.

3.1 Product Description

Muchos Nachos' menu will be primarily Nachos with different sauces/salsas to choose from:

- Muchos Nachos House Special (Especial De La Casa)
- All-Meat Nachos (Toda La Carne)
- Cheesy Nachos (Como Queso)
- Vegetarian Nachos (Vegetariano)

With two meat choices – beef and pork, and whether it is for-share (good for 5-6 persons), double (good for 2-3 persons) or solo and offer add-ons such as cheese, chili and veggies.

Muchos Nachos will also offer rice toppings – instead of nachos, it will be replaced by rice and the preferred sauce of the customer.

Alcoholic and non-alcoholic drinks will be offered. Iced tea, lemonade and sodas can be served by glass or pitcher. The iced tea and lemonade will be home-brewed. Regular beer can be served by bottle or bucket. Vodka and wine will be served by shot or bottle. Service water is free of charge.

3.2 Sales Literature

A thousand fliers will be distributed and ten tarpaulins will be displayed around the vicinity of Holy Angel University, Republic Central Colleges, Holy Family Academy, near the Holy Rosary Church, nearby malls, government offices, various business and call-center buildings within two weeks prior to the opening of Muchos Nachos.

4.0 Market Analysis Summary

Filipinos leisure time always involves food on their side, whether they are at still, reading a book, watching TV or just surfing the net. They also enjoy food even during at work, while studying or when having a casual conversation. Muchos Nachos offers a delightful snack with a variety of sauces to choose from and an artistic playful ambience of a restaurant lounge for the customers to enjoy. Muchos Nachos operates from 10:00am-10:00pm on Mondays to Thursdays and extends until 12midnight on Fridays and weekends.

4.1 Market Segmentations

Muchos Nachos will focus its marketing activities on reaching students, faculty, school employees, people working in offices near the restaurant, mall shoppers and church goers. Our market research shows that these are the customer groups that will mostly likely to buy nachos and be regular customers. Since nachos are suitable for all ages that Muchos Nachos offer diverse menu which is flexible to all culture and religions at a reasonable price range.

The chart and table below outline the total market potential (in number of customers) in Angeles City.

Chart: Marketing Analysis (Pie)

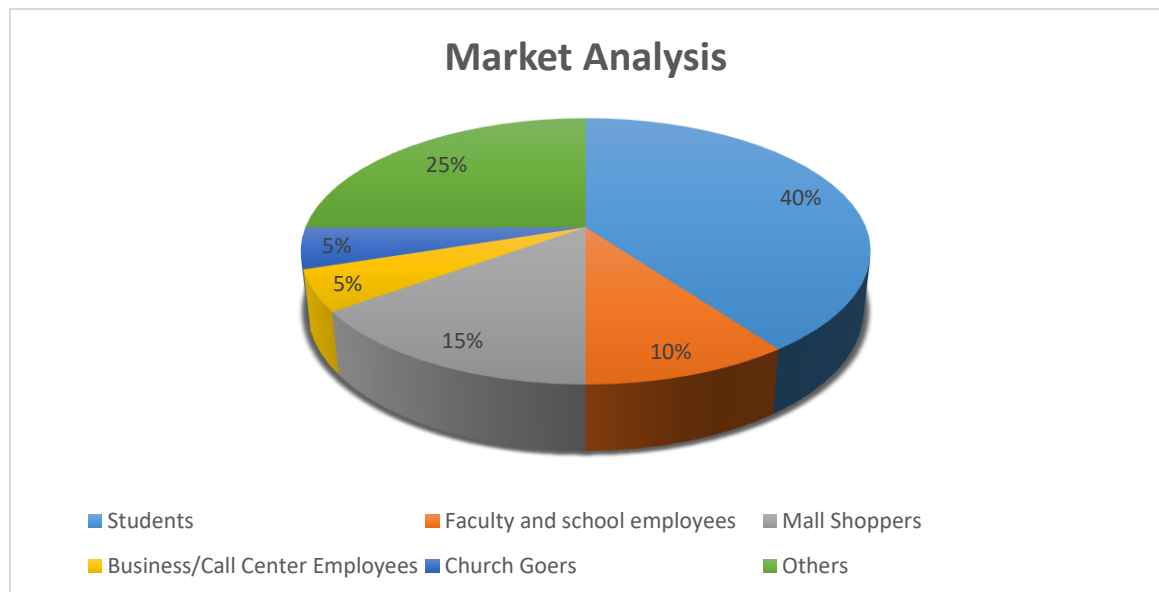


Chart: Marketing Analysis (Table)

Market Analysis							
		Year 1	Year 2	Year 3	Year 4	Year 5	
Potential Customers	Growth						CAGR
Students (40%)	2%	67,392	68,740	70,088	71,436	72,784	2%
Faculty and school employees (10%)	1%	16,848	17,015	17,182	17,349	17,516	1%
Mall Shoppers (15%)	2%	25,272	25,776	26,280	26,784	27,288	2%
Business/Call Center Employees (5%)	1%	8,424	8,507	8,590	8,673	8,756	1%
Church Goers (5%)	1%	8,424	8,507	8,590	8,673	8,756	1%
Others (25%)	0%	42,120	42,120	42,120	42,120	42,120	0%
Total		168,480	170,725	172,970	175,215	177,460	

4.2 Target Market Segment Strategy

Muchos Nachos will cater to people who are Mexican food lovers and people that wants to eat a light snack with a playful artistic ambiance and Wi-Fi free. Such customers differ in age, although our location is close to schools, means that most of the customers will be students, faculty and school employees. Based on our market research, most school-related meet-ups and reviews happen in fast food joints and restaurants. Furthermore, they prefer restaurants that has affordable price range.

4.3 Industry Analysis

Nachos is a widely known side dish in different restaurants in the Philippines and in the world. Research shows that Nachos in general are not that much of a healthy food if the typical ingredients were used, this is where Muchos Nachos' idea for creating a new secret recipe that is much healthier than the typical nachos was born. Muchos Nachos not only aims for Nachos to be just a side dish but also as a main dish that every member of the family could share and enjoy. The products of Muchos Nachos comes with different taste which complements the Filipino's love for tasty food and their snacking habit during their 'merienda' time and also for their lunch time.

4.3.1 Competition and Buying Patterns

Competition

Muchos Nachos direct competitors will be restaurants near Holy Angel University and other food joints around Nepo Quad. These include Tapa Tapa, Toll House, Dominique and other food establishment that offers nachos. They almost have equal shares of customers that order nachos, because nachos is not the primary dish that they offer. Muchos Nachos will position itself as the first nachos restaurant in Angeles City that not only provides the best tasting nachos but also an artistic and comfortable environment which other established corporate establishments lack. We will cater to customers' bodies and minds, which will help us grow our market share in this competitive market.

Buying Patterns

The major reason for the customers to return to a specific restaurant is the menu, taste and quality of food, quick and quality service, pleasant atmosphere and affordable price range.

Muchos Nachos will have a special dish that will change every quarter of the year. Always having something new to offer encourages customers to come back and try. We strongly believe that selling tasty nachos with a great service and a great setting will help us build a strong relationship with customers.

5.0 Strategy and Implementation Summary

Muchos Nachos' marketing strategy will be focused at gaining new customers, retaining the existing customers, having to make customers order more and having them come back every now and then. Establishing a loyal customer base is mostly important since they generate most of the sales and can provide favorable referrals.

5.1 Competitive Edge

Muchos Nachos will position itself as a unique restaurant where its customers can not only enjoy their tasty nachos but also spend their time in a comfortable environment. Comfortable sofas and chairs, bar counter, free-Wi-Fi, air conditioned venue and entertaining music will help the customers to relax from the daily stresses and will differentiate Muchos Nachos from other competitors.

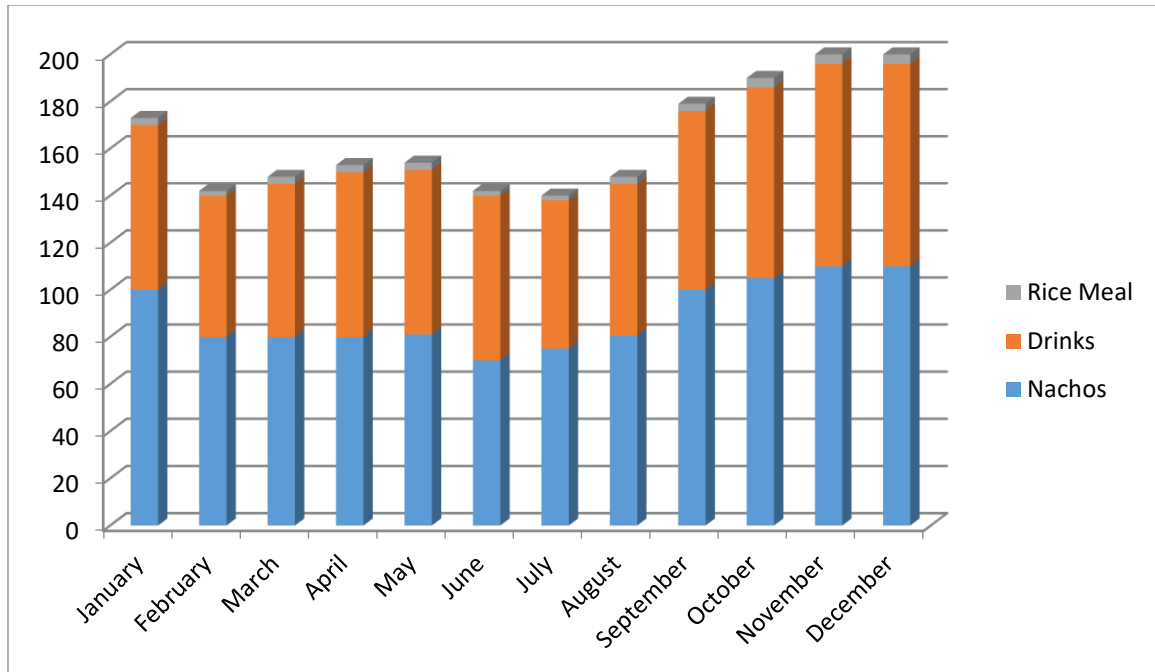
5.2 Sales Strategy

Muchos Nachos' cashier will handle the sales transactions. To speed up the customer service, at least three employees will be servicing clients – one will be preparing the dishes, while one employee will be taking care of sales transactions and the other one will serve the customer's orders. All sales data logged on the computerized point-of-sale terminal will be later analyzed for marketing purposes.

In order to build up its client base, Muchos Nachos will use tarpaulins and fliers, utilize customer referrals and cross-promotions with other businesses in the community. Social Medias such as Facebook, Twitter and Instagram will be used. At the same time, customer retention programs will be used to make sure the customers are coming back and spending more at the restaurant.

5.2.1 Sales Forecast

Food costs are assumed at 55% for nachos, 43% for the alcoholic and non-alcoholic drinks and 2% for the rice meal. Proximity to schools and malls will dictate certain sales seasonality with revenues slightly decreasing during the school vacation periods and slightly increase during holiday seasons.



6.0 Management Summary

Muchos Nachos is owned by Jack Daniels holds a Bachelor's Degree in Business Management from University of Sto. Thomas. He worked as a sales manager at a fast food restaurant after he graduated college. He also worked as a marketing manager for three years in a 5-star hotel at Manila and owns some small food franchise like Lugaw Republic and Master siomai and recently added Coco Fresco to his business possessions.

6.1 Management Team

Muchos Nachos will be managed hands-on by the owner, Jack Daniels. He meets the managerial qualifications and has had 10 years of managerial experience. His responsibilities will include managing the staff, ordering inventory, dealing with suppliers, developing a marketing strategy and perform other managerial duties.

Employees below will have a 7 working hours shift:

Jennifer Bombase:

Jennifer graduated with a Bachelor's Degree in Business Accountancy in Holy Angel University. She has had at least 5 years of experience as a cashier and crew at a leading fast food chain. She also finished Bartending NC II course at TESDA. She will be employed as the attending cashier, take orders from customers and serve alcoholic drinks at the bar counter.

Marco Erne:

Marco graduated with a Bachelor's Degree in Business Management in Tarlac State University. He had at least 3 years of experience as a cashier and manager at an Italian restaurant. He attended some trainings and workshops in bartending at Le Roux, Pampanga. He will be

employed as the attending cashier, take orders from customers and serve alcoholic drinks at the bar counter.

Shaneen Mendoza:

Shaneen graduated at Holy Angel University with a Bachelor's Degree in Hotel and Restaurant Management. She had been an intern at Manila Hotel, a five-star hotel. She had a year of experience as a receptionist at Widus Hotel and Casino, Clark and 2 years of experience as a service crew in Fortune Hong Kong Seafood Restaurant. She will be the one serving orders to customers.

Russel Dizon

Russel graduated at Tarlac State University with a Bachelor's Degree in Hotel and Restaurant Management. He worked as a Senior Catering Manager at Tessie's Grills and Roasters for three years. He will be the one serving orders to customers.

Carl Oquindo:

Carl graduated with a Bachelor's Degree in Culinary Arts Management at Holy Angel University. He had a year of experience as a chef at a fine dining restaurant in Boston as a foreign intern and a year as an employed chef in Hotel Stotsenberg, Clark, Pampanga. He will be the one to cook and prepare dishes.

Joshua De Jesus:

Joshua graduated at Dominican College of Tarlac with a Bachelor's Degree in Culinary Arts. He worked as a chef in Kenny Rogers for 4 years. He will be the one to cook and prepare dishes.

Matt Andrew :

Matt graduated at Holy Angel University with a Bachelor's Degree in Hotel and Restaurant Management. He will be an on-call/relief employee.

6.2 Personnel Plan

The table below outlines the personnel needs of Muchos Nachos restaurant.

Personnel Plan			
	Year 1	Year 2	Year 3
Employee Payroll	88,912.50	93,358.13	98,026.03
Total Employees	7	7	7
Total Payroll	622,387.50	653,506.88	686,182.22

7.0 Financial Plan

Muchos Nachos will capitalize on the strong demand for high quality yet affordable tasty nachos. The owner has provided the company with sufficient start-up capital. With successful management aimed at establishing and growing a loyal customer base, the company will see its net worth doubling in two years.

7.1 Important Assumptions

Table: General Assumptions

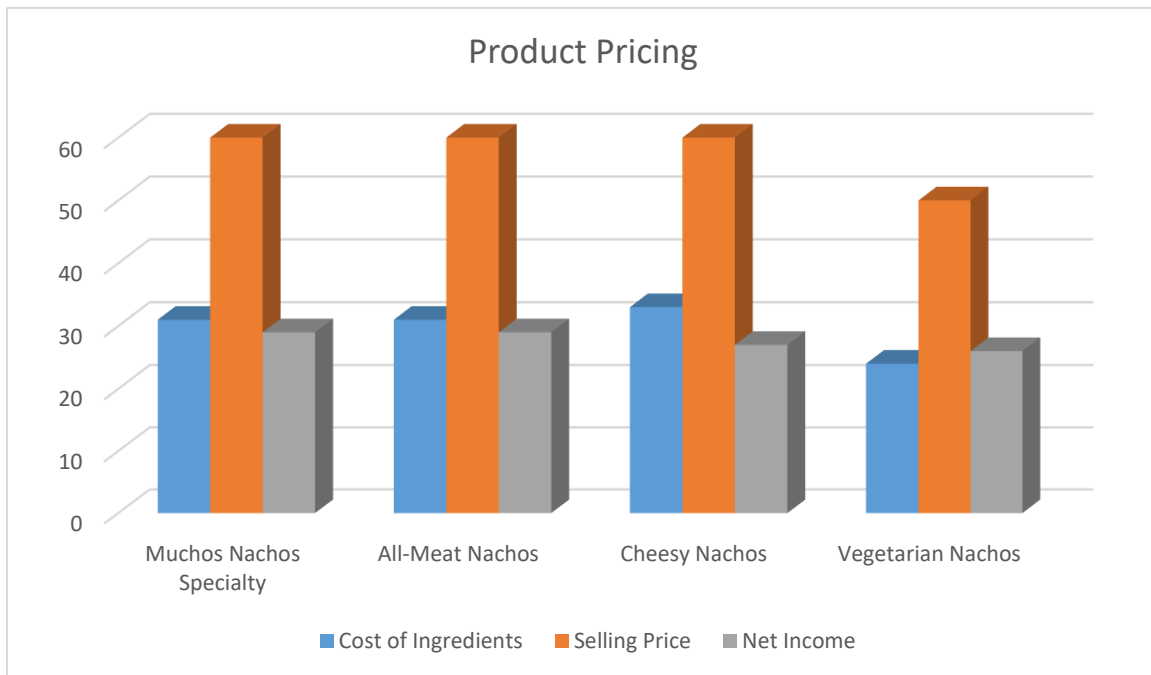
<i>General Assumptions</i>			
	Year 1	Year 2	Year 3
Sales Growth Rate	-	5%	5%
Cost of Sales Percentage Over Sales	50%	50%	50%
Operating Expenses Yearly Incremental	5%	5%	5%
Tax Rate	25.0%	25.00%	25.00%
Other	0	0	0

7.2 Sales Forecast

Muchos Nachos will maintain a healthy 50% gross margin, which combined with reasonable operating and transportation expenses, will provide enough cash to finance further growth.

The chart below shows the cost of ingredients and the profit that has been obtained.

ITEM	COST of INGREDIENTS			SELLING PRICE			GROSS INCOME			NET INCOME		
	Solo	Double	For-share	Solo	Double	For-share	Solo	Double	For-share	Solo	Double	For-share
Muchos Nachos Specialty	Php 31.00	Php 63.00	Php 126.00	Php 60.00	Php 100.00	Php 250.00	Php 60.00	Php 100.00	Php 250.00	Php 29.00	Php 37..00	Php 124.00
All-Meat Nachos	Php 31.00	Php 63.00	Php 126.00	Php 60.00	Php 100.00	Php 250.00	Php 60.00	Php 100.00	Php 250.00	Php 29.00	Php 37..00	Php 124.00
Cheesy Nachos	Php 33.00	Php 65.00	Php 130.00	Php 60.00	Php 100.00	Php 250.00	Php 60.00	Php 100.00	Php 250.00	Php 27.00	Php 35.00	Php 120.00
Vegetarian Nachos	Php 24.00	Php 48.00	Php 96.00	Php 50.00	Php 90.00	Php 200.00	Php 50.00	Php 90.00	Php 200.00	Php 26.00	Php 42.00	Php 104.00



7.3 Personnel Plan

Employees will be payed with the minimum salary wage of Php 339 for 8 hours of service per day. They will be having a 7 working hour shift which is Php 42.38 per hour or Php 296.375 per shift. Salaries will be issued every 15th and 30th day of the month. Payroll will be incremented by 5% increase every after a year of service.

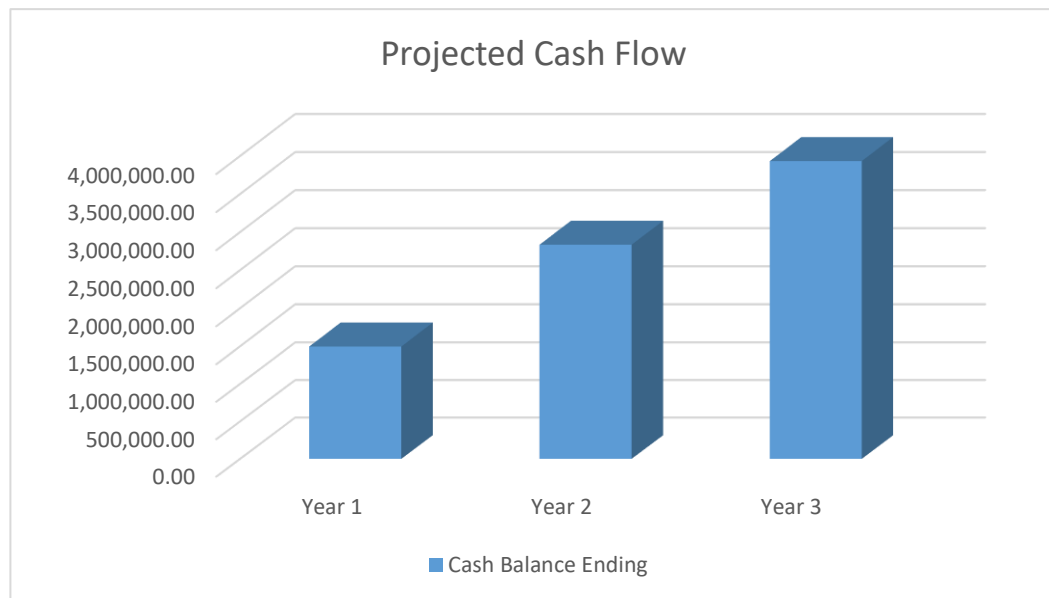
Personnel Plan							
	Year 1					Year 2	Year 3
	Month 1	Month 2	Month 3	Month 4	Month 5-12	93,358.13	98,026.03
	7,409.50	7,409.50	7,409.50	7,409.50	59,276.00		
Total Employees	7					7	7
Total Payroll	622,387.50					653,506.88	686,182.22

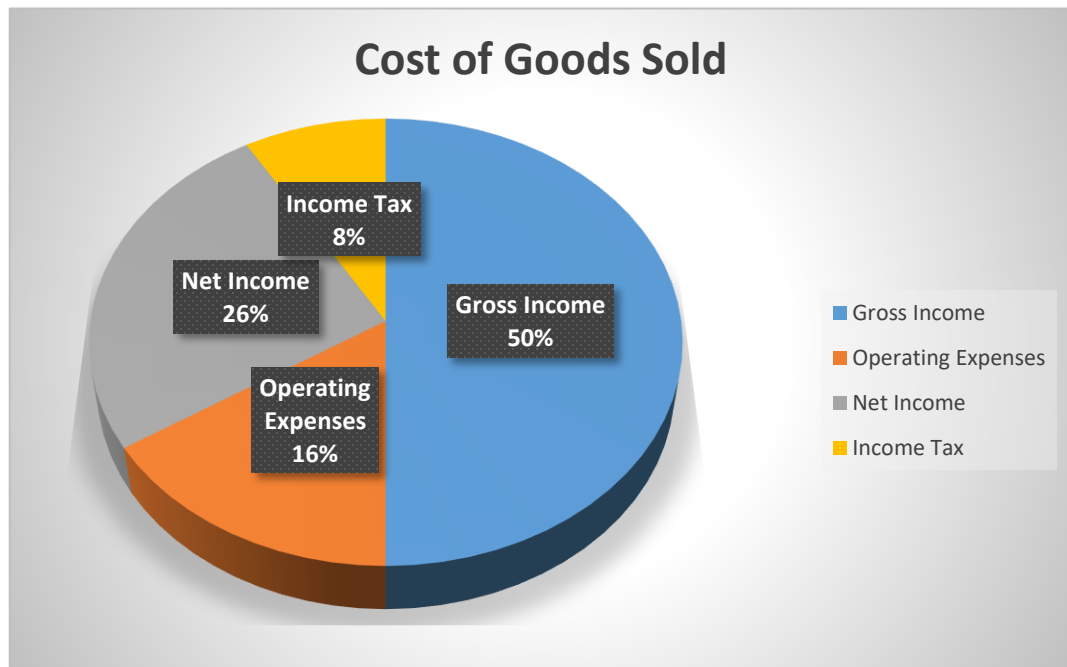
7.4 Profit and Loss Statement

Muchos Nachos will have a net income of Php 2,064,084.38 from the cost of sales of Php 8,064,000.00 that will earn 50% gross income less the operating expenses of 15.87% and income tax of 8.53%

MUCHOS NACHOS
PROJECTED CASHFLOW
AS OF YEAR 2016, 2017, 2018

	YEAR 1 2016	YEAR 2 2017	YEAR 3 2018
CASH INFLOW:			
Initial Investment	759,500.00		
Cash Sales	8,064,000.00	8,467,200.00	8,890,560.00
	<u>8,823,500.00</u>	<u>8,467,200.00</u>	<u>8,890,560.00</u>
CASH OUTFLOW:			
Cash Withdrawal	720,000.00	900,000.00	1,250,000.00
Purchase of Fixtures & Equipment	259,500.00		
Cost of Leasehold Improvements	300,000.00		
Cost Of Sales	4,032,000.00	4,233,600.00	4,445,280.00
Operating Expenses, net of Depreciation	1,207,987.50	1,267,886.88	1,330,781.22
Payment of Income Tax	688,028.13	723,453.28	760,649.70
Increase in Inventory	99,810.00	4,580.14	5,219.51
Increase in Prepaid Supplies	20,000.00		
	<u>7,327,325.63</u>	<u>7,129,520.29</u>	<u>7,791,930.42</u>
NET CASH BALANCE	1,496,174.38	1,337,679.71	1,098,629.58
ADD: CASH BALANCE BEGINNING	<u>0</u>	<u>1,496,174.37</u>	<u>2,833,854.08</u>
CASH BALANCE ENDING	<u>1,496,174.38</u>	<u>2,833,854.08</u>	<u>3,932,483.66</u>





7.5 Use of Funds

The cash balance ending after a year will be added to the cash investment of the succeeding year. The owner have a withdrawal from the capital of Php 720,000 within the first year and will have a 5% increase every year.

Capital:

Beginning Capital	759,500.00
Add: Net Income	<u>2,064,084.38</u>
Total	2,823,584.38
Less: Withdrawal	<u>720,000.00</u>
Ending Capital	<u>2,103,584.38</u>

7.6 Projected Balance Sheet

MUCHOS NACHOS PROJECTED BALANCE SHEET AS OF YEAR 2016, 2017, 2018			
	YEAR 1 2016	YEAR 2 2017	YEAR 3 2018
ASSETS			
<i>Current Assets:</i>			
Cash	1,496,174.37	2,833,854.08	3,932,483.66
Inventory	99,810.00	104,390.14	109,609.64
Prepaid Supplies	20,000.00	20,000.00	20,000.00
Total Current Assets	1,615,984.37	2,958,244.22	4,062,093.30
<i>Property, Fixture & Equipment:</i>			
Leasehold Improvements	300,000.00	300,000.00	300,000.00
Less: Accumulated Amortization	20,000.00	40,000.00	60,000.00
Leasehold Improvements, Net	280,000.00	260,000.00	240,000.00
Furniture, Fixture & Equipment	259,500.00	259,500.00	259,500.00
Less: Accumulated Depreciation	51,900.00	103,800.00	155,700.00
Furniture, Fixture & Equipment, Net	207,600.00	155,700.00	103,800.00
Total Property, Fixture & Equipment	487,600.00	415,700.00	343,800.00
TOTAL ASSETS	2,103,584.37	3,373,944.22	4,405,893.30
	0.00	0.00	0.00
LIABILITIES & CAPITAL			
<i>Liabilities</i>	0.00	0.00	0.00
<i>Capital:</i>			
Beginning Capital	759,500.00	2,103,584.38	3,373,944.22
Add: Net Income	2,064,084.38	2,170,359.84	2,281,949.09
Total	2,823,584.38	4,273,944.22	5,655,893.30
Less: Withdrawal	720,000.00	900,000.00	1,250,000.00
Ending Capital	2,103,584.38	3,373,944.22	4,405,893.30
LIABILITIES & CAPITAL	2,103,584.38	3,373,944.22	4,405,893.30

7.7 Exit Strategy

We will consider an exit strategy that will minimize loss to its owner. In this regard, the existing business can be sold "as is where is basis" to avoid disruption of normal operations. The new owner will just introduce in the market any new concept upon assumption of operations. The owner may also consider to sell all equipment and fixtures to convert the fixed assets into cash and be used to pay-off any outstanding obligations like wages of employees, utilities and rental.