

Snoekies Brand bible – 2014

Snoekies
Since 1951

A Business Founded From Humble Beginnings:

The story dates back to the early 1930's when as a young boy, Hans Mickleit watched fish being smoked at his home port of Swinemunde, Poland. Later in 1939, Hans boarded a freighter bound for Japan but was detained in Durban when World War II was declared. At the end of the war he visited Cape Town where he fell in love with the port village of Hout Bay.

Hans purchased an old bus, which he converted into a takeaway cafe and positioned it at the end of Harbour Road, Hout Bay. They named the take-away cafe, **Snoekies** from where they served fish & chips to the local fishermen. Hans's wife ran the **Snoekies** take-away cafe whilst he experimented with smoking fish for the takeaway café. Before long they found it difficult to keep up with the demand and in 1956 he built a factory in the Hout Bay Harbour.

In 1959 the business, together with Hans's secret for smoking fish, was sold to South African Sea Products under their Oceana division. More than 60 years since it's humble beginnings, the custodianship of the **Snoekies** Brand has been placed on the shoulders of entrepreneurs Marco Paioni, David Aronson and Dixie & Justin Strong.

Today you will still find **Snoekies** situated at the far end of Hout Bay Harbour, continuing to provide locals and tourists their light, crispy-battered hake and fresh chips from the **Snoekies** take-away as well as fresh fish from the **Snoekies** Fish Market.

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A Business Founded From Humble Beginnings

Our mission statement is:

Snoekies is a humble story, true to it's roots whilst striving to maintain market leadership through serving the most authentic and fresh fish & chips in the country.



Snoekies original bus, circa 1951. Courtesy Hout Bay Museum

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The Brand as it Stands

- Steeped in **heritage**
- Long standing, **time honoured** tradition.
- **Humble** roots.
- Household **institution**.
- **Fresh** and **consistent**.
- Destination with **local Cape** flavour.
- **Authentic** and legendary.

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Intrinsic & Emotive qualities

Snoekies intrinsic values

- Fresh and healthy
- Ethically-sourced
- Hand-selected
- Friendly & knowledgeable staff
- Cleanliness & hygiene

Snoekies emotive qualities

- Authentic
- Passionate
- Honest
- Time honoured tradition
- Consistency
- Unquestionable quality

- **Focus**
- **Simplicity**
- **Patience**
- **Consistency**



Crayfish fisherman, circa 1951. Courtesy Hout Bay Museum

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Overview of the Business

Snoekies was founded in the 1940's and has been a leading brand amongst seafood enthusiasts throughout South Africa for over 60 years. **Snoekies** is famous as a destination site in Hout Bay serving it's light, crispy-battered fish & fresh chip takeaway meals. In 2011 we celebrated our 60th anniversary, fulfilling our role as the "Grandfather" of the fish & chip industry.

The Hout Bay Harbour operation comprises of three divisions:

- **Snoekies** Franchise Office
- **Snoekies** Quick Service Restaurant
- **Snoekies** Distribution
- **Snoekies** Fresh Fish Market

All our seafood products are sourced from sustainable marine resources with a quota system in place where fishing is correctly managed.

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Overview of the Business

The **Snoekies** franchise division is growing rapidly and we are proud to offer the following locations within the Western Cape & Gauteng:

- Hout Bay - 1951
- Big Bay, Blouberg - March 2009
- Belvedere Road, Claremont - September 2009
- Parow Centre - June 2010
- Sea Point - October 2010
- Paarl, Jan Van Riebeeck drv - December 2011
- Tyger Valley Shopping – June 2012
- Tokai Junction – July 2012
- Flamingo Square, Blaauwberg rd – October 2012
- Parklands Junction – October 2012
- Plein Street, Cape Town – January 2013
- Penlyn Estate – April 2013
- Muizenberg – October 2013
- Ottery Centre – August 2014

Expansion of the Business

- 25 x Western Cape outlets within 2 years, whilst remaining close and true to our roots.
- Expansion into Gauteng for 2015.
- Spreading our international reach with a view to open in Namibia in 2015.
- Improving management systems, controls and consistency.
- An aggressive expansion plan of 60 x outlets nationally within 5 years.
- Strengthen the fresh fish market division.
- Re-branding of first generation locations, while respecting the heritage and authenticity of **Snoekies**.
- A detailed internal and external marketing plan.

The Target Market

- Focus on the emerging middle class.
- This segment of the market has more than doubled between 2003 to 2011.
- Almost 50% of urban black adults (16+) strongly agree that they always try to purchase locally manufactured goods. We aim to appeal to their support through our heritage and local roots.
- The middle class currently is 20% of the population, by 2026 it is forecast that this figure will increase to an astounding 60%.
- The target market have busy lives and want convenience as well as value.
- Quick Service Restaurants have been steadily increasing market share.

Menu Offering Overview

Original menu offerings, traditionally fried in our famous light & crispy batter:

- Hake and chips
- Snoek and chips
- Calamari and chips
- Various combos and platters
- Snoekies burger and chips

Healthy menu offerings include:

- Grilled:- Hake, snoek, prawns &, calamari.
- Wraps:- Prawn or calamari
- Savoury rice:- a secret recipe from a franchisee's mother
- Greek salad

We are expanding our traditional Cape dishes & plan to introduce Snoek Roe, Smoor Snoek and other exciting dishes.

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Menu Offering Overview



Single hake + chips



Snoekies burger + chips

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The Fresh Fish Market

The **Snoekies** Fish Market is currently closed for rebranding and a complete makeover.

Snoekies Hout Bay will be re-opening the Fish Market as part of the quick service restaurant. offers fresh line fish, crayfish, prawns and other seafood at great value.

Friendly and knowledgeable staff will fillet your fish as requested, while you browse through our seafood offerings.

Snoekies is in the process of re-introduced its legendary smoked snoek, which is dye free with no chemical additives.



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The Store Look & Feel



The Store Look & Feel



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Costs & Setup: Snoekies 45m2 Express store

Estimated projected funding requirements for a Snoekies EXPRESS store:								
Franchisee:	Mr. Snoek				Revision:	3E		
Project:	Snoekies Express Store				Date:	1st March 2014		
Site:	Snoekies Avenue, Hake& Chips Bay							
Budget Estimate cost:	R 492 721	excl VAT			* See special notes below *			
Ref. drawing no.:								
Square meter (approximate):	45 m2	(APPROXIMATELY FORTY-FIVESQUARE METERS)						
Rate per m2:	R 10 949							
Description:	Snoekies Express Store (TAKEAWAY ONLY, NO SEATING)							
As no technical drawings have been completed, this cost breakdown is based on estimates and for discussion purposes only.							Estimate	
1	Building/ Wetworks						R 27 340	
2	Plumbing	(Excl. 100L geyser, landlord to provide)						R 5 880
3	Shopfitting						R 4 830	
4	Kitchen equipment	(Excl. beverage fridge @R 8086. 00, Western Cape sites receive loan fridge from Penisular Beverages)						R 167 433
5	Extraction & fresh air supply	(Fresh Air supply not included. Site dependent & subject to the mechanical engineer)						R 32 000
6	Point of Sale (till point, printer, etc.)						R 27 190	
7	Tiling / Painting / General Finishes						R 23 146	
8	Fittings & Furniture & Decorative						R 1 465	
9	Graphics and signage						R 23 687	
10	Electrical & lighting	(Estimated / provisional sum)						R 36 500
11	Fish Market	(Not included)						R -
12	Management, design & drafting plan fees						R 43 000	
13	Miscellaneous Items						R 7 250	
14	Contingency						R 5 000	
15	Opening stock						R 15 000	
16	Snoekies legal & admin fees	(Including Initial Fee, see notes below)						R 73 000
						TOTAL Budget cost excl. VAT	R 492 721	
						plus VAT	R 68 981	
						TOTAL Budget cost incl. VAT	R 561 702	
Notes/ Supplier terms & conditions:								
PRICES VALID AT TIME OF PRINTING, PRICES SUBJECT TO CHANGE WITHOUT NOTICE.								
PRICES EXCLUDES TRANSPORT CHARGES, E&OE								
PROJECT BREAKDOWN ALLOCATE ESTIMATES TO CERTAIN ITEMS, THESE ESTIMATES WILL BE QUANTIFIED ONCE FLOOR PLAN IS FINALISED.								
FRANCHISOR RESERVES THE RIGHT TO AMMEND THE SHOP DESIGN/ INTERIORS/ SUPPLIERS AND/ OR MANUFACTURERS AT THEIR SOLE DISCRETION.								
PROJECT MANAGEMENT FEE LISTED IN ITEM 12 IS R35 000 FOR SHOPPING MALLS/ CENTRES AND R40 000 FOR PREMISES MORE THAN 40km FROM CAPE TOWN.								

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Costs & Setup

- A **Snoekies** Express store requires 30- 45 m2 and is the CAPEX model contained herein. A full **Snoekies** Concept store requires 55 m2+ and includes provision for a sit down eatery, a CAPEX model is available on request.
- Minimum 80 Amp 3 Phase power supply (not included in CAPEX schedule) & provision for extraction ducting, fan & stainless steel hood (fresh air supply not included & dependent on mechanical engineer requirements).
- Preferably a 5 year lease initial period with an option to renew for a further 5 year period.
- Franchisee must make additional provision for the Lease deposit & first month rent (not included in CAPEX schedule).
- Shop build & fitting period normally takes 10- 12 working days.
- Opening hours are 10am to 9pm.
- Royalty fee is 5% of monthly turnover. Marketing fund contribution is 2.5% of monthly turnover.
- CAPEX schedule includes opening stock and a contingency.

Distribution & Support

Our **Snoekies** outlets are supplied by carefully selected companies.

Suppliers include reputable JSE listed companies such as Sea Harvest as well as well-known & reliable companies in the private sector such as Breco Seafoods.

Distribution is currently sub-contracted to Snoekies Foods.

Our vision is to expand our distribution & supply channel with a goal of eventually supplying & processing our own seafood including a cold storage facility.

We hope that this vertical integration of our supply chain will be in place during 2015/ 2016 and will greater improve our controls, price, quality, consistency & delivery.

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Marketing 2014 / 2015

- 62 YEARS YOUNG – continue to unveil the new look **Snoekies**; a young and fresh offering.
- Focus will be concentrated on the consumer experience at store level.
- In-store POS - till, table & window displays with new product and specials changed on a regular basis.
- **Snoekies** catch phrases and up-selling at till point.
- Brand partners to add value to each visit.
- Re-brand the online presence for business to business and customer information.
- Cell phone marketing plan - 85% of our target market make use of cell phones and cell advertising.
- An emotional connect with the consumers through consistency of offering and customer service.
- Marketing needs to be measureable through sales and market share.
- Customer experience is key - consistent music, newspapers and magazines on offer and a comfortable environment.
- Social media introduction via Twitter & Facebook.

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BBBEE Particulars & Declaration

Snoekies, scored 79 points and is a Level 3 Broad Based Black Economic Empowerment (BBBEE) contributor as determined in accordance with the Codes of Good Practice for Broad-Based Black Economic Empowerment issued by the Department of Trade and Industry.

Snoekies is regarded as a “Qualifying Small Enterprise (QSE)” as the annual turnover falls between R5m and R35m.

We are currently planning a work opportunity and educational program at our Hout Bay facility. Locals will be trained here and thereafter offered positions at any of our participating outlets.

Our vision is to partner these graduates and assist them in eventually opening their own **Snoekies**.

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The Head Office Team

Dixie Strong

Non-executive Chairman

Chairman Kauai Juice Company

Chairman HSBC Securities South Africa 1997- 1999

Justin Strong

Chief Executive Officer: Marketing, new business development and site selection

World Surfing International Pro/Am Champion 1991

Distributor of International Surf brands 1996- 2005

David Aronson

Chief Operating Officer: Operations, finance & human resources

20 years experience in the quick service restaurant industry.

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The Head Office Team

John Vonofakidis

Franchisee Training, Quality Control and Supervision

10+ years experience within the quick service restaurant industry

Albert Venter

Accounting and IT

Bachelor of Commerce - Stellenbosch University

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Contact Details

Justin Strong

New business, site location, shop fitting & marketing

+27 72 057 3283

justin@snoekies.co.za

David Aronson

Operations, finance & human resources

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Website: www.snoekies.co.za

Head Office Tel: +27 21 790 6677 Facsimile: +27 86 767 4228

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Contact Details

List of stores:

- Hout Bay – 021 790 6677
- Big Bay, Blouberg – 021 554 9626
- Belvedere Road, Claremont – 021 671 7993
- Parow Centre – 021 911 3623
- Sea Point – 021 433 1709
- Paarl, Jan Van Riebeeck drive – 021 872 1797
- Tyger Valley Shopping – 021 914 1992
- Tokai Junction – 021 712 7755
- Flamingo Square, Blaauwberg rd – 021 557 3378
- Parklands Junction – 021 557 3372
- Plein Street, Cape Town – 021 462 7767
- Penlyn Estate – 021 691 7250
- Muizenberg – 021 554 9626