

Czech University of Life Sciences Prague
Faculty of Economics and Management
Department of Economics



Bachelor Thesis
Business plan for food delivery and diet

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Damir Tsoy

Business Administration

Thesis title

Business plan for food delivery and diet

Objectives of thesis

The aim of my thesis is to develop a business plan for the delivery of food "Food For You" to predict its activity in the period from 1.09.2016-1.09.2017

Based on the objectives, this can also set:

- 1) To study the theoretical aspects to create a business plan
- 2) To disclose essence and importance of the business plan for the organization of a successful business in food delivery area
- 3) To plan the annual business plan for "Food For you" on the type of service, the number of transactions, cost of services, revenues, expenses and net income
- 4) To provide economic justification for this business plan;

Methodology

Methods of collection and processing of information necessary for the analysis of the enterprise: such as

- statistical methods
- analytical research methods
- financial analysis methods.

Literature review is done using methods of synthesis, extraction, induction and deduction.

The proposed extent of the thesis

40 pages

Keywords

Business plan, Analysis, Finance, Marketing, Profit

Recommended information sources

Hansen, Henning Otte. Food Economics. 1st ed. London: Routledge, 2013. Print.

Maroulis, Zacharias B and George D Saravacos. Food Plant Economics. 1st ed. Boca Raton, FL: CRC Press, 2008. Print.

Pinson, Linda, 2008, Anatomy of a business plan. Tustin, CA : Out of Your Mind and Into the Marketplace.

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Declaration

I declare that I have worked on my bachelor thesis titled "Business plan for food delivery and diet" by myself and I have used only the sources mentioned at the end of the thesis. As the author of the bachelor thesis, I declare that the thesis does not break copyrights of any their person.

In Prague on _____

Damir Tsoy _____

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I would like to thank Ing. Petr Procházka MSc, Ph.D. for supervising my thesis. He gave me valuable advice and showed my mistakes during writing my thesis. Also i would like to thank colleagues and project members from FoodForYou who helped me with my project.

Business plan for food delivery and diet

Summary

Today food delivery has become a very urgent topic. A lot of people faced with one important problem – a lack of time. People work and everyone has their hobbies, so cooking food is not included in the daily schedule. FoodForYou is a service that cares about saving time and money of the consumer. To open this kind of business does not require a large investment. In my work I will describe the plan for developing this kind of service and why it is important to first make an effective business plan before opening any business.

Keywords: Business plan, food delivery, analysis, marketing.

Podnikatelský plán pro dodávky potravin a stravu

Souhrn

Dneska rozvoz jídla se stala velmi naléhavým tématem. Mnoho lidí se potýkalo s jedním důležitým problémem - nedostatkem času. Lidé pracují a každý má své koníčky, takže vaření potravin není zahrnuto do denního rozvrhu. FoodForYou je servis, která se stará o úsporu času a peněz spotřebitele. Otevření tohoto druhu podnikání nevyžaduje velké investice. Ve své práci budu popisovat plán rozvoje tohoto druhu servisu a proč je důležité nejprve podniknout efektivní podnikatelský plán před zahájením podnikání.

Klíčová slova: Podnikatelský plán, dodávky potravin, analýza, marketing.

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1. Introduction

The implementation of any investment project must be preceded by its economic justification, i.e. development of a business plan.

The business plan is a document that accurately and clearly describes the main objectives of the business, the conditions for achieving them; he must prove the effectiveness of making an investment decision for his potential participants.

Relevance of the topic. Today, most commercial firms do not have formal plans; there is also no necessary planning mechanism: various kinds of norms, standards, etc. Planning is replaced by various decisions of the owner about various directions of economic activity, which, as a rule, are calculated for the nearest period of time and do not provide for orientation to the future. This is due to the rapid change in the market situation in the country and the conditions of management, a small number of management staff at small enterprises, the authority of managers of large enterprises with extensive experience in economic management.

So, the adoption of various kinds of current decisions, even the most timely, does not replace planning, which, in comparison with making decisions, is a management activity of a much higher order.

Thus, business planning is an objective assessment of the entrepreneurial activity of an enterprise, firm, and at the same time - a necessary tool for project and investment decisions in accordance with the needs of the market and the current economic situation.

Business planning is an independent kind of planned activity, which is directly related to entrepreneurship.

In the conditions of the market, it is unrealistic to achieve a stable business success, if you do not plan to effectively develop it, if you do not accumulate information about your own condition and prospects, the state of the target markets, the position of competitors on them,

It is necessary not only to accurately represent their needs for the future in material, labor, intellectual, financial resources, but also to provide sources of their receipt, be able to identify the effectiveness of resource use in the work process of the enterprise.

Delivering food to your home, business, or office is a popular and lucrative form of small business. But in this service sphere there is a sufficiently strong competition, therefore it is preliminary to develop a business plan in order to understand how much money to invest in

the opening and organization of your project. In addition, the creation of such a business has its own specifics, therefore it is advisable to begin work on the project with the development of a financial model of the business plan for the delivery restaurant, where all information about the project will be analyzed, all financial features of business will be calculated, and the concept of successful development project. That is why it is so important to develop a competent financial model.

So, the adoption of various kinds of current decisions, even the most timely, does not replace planning, which, compared to making decisions, is a management activity of a much higher order.

2. Objectives and Methodology

2.1 Objectives

1. Study modern approaches to business planning.
2. To study the purpose, objectives and features of drawing up a business plan.
3. To study the peculiarities of drawing up business plans for small enterprises.
4. Write a project summary.
5. Conduct an analysis of the industry, market.
6. Draw up a marketing plan.
7. Conduct a SWOT-analysis of the enterprise.
8. Draw up a production plan.
9. Organize an organizational plan.
10. Create a pricing policy.
11. Draw up a financial plan.
12. Provide an assessment of project risks.
13. Carry out a forecast of the financial condition of the enterprise and the effectiveness of the project.
14. Forecast report and financial results of the project.

2.2 Methodology

The second part of the bachelor thesis includes the practical part. Business plan has a theoretical preparations at the beginning of FoodForYou project and continuing with a specific methods that are very important for obtaining a reliable and truthful result. The main method in practical section is analyzing methods gathered through the synthesis of various planning mechanism.

In the theoretical and practical part was used the comparison method. Comparisons are used in cases that require identification of identical or varying aspects of two or more different objects.

The use of economic methods such as marketing research, analysis of market, SWOT-analysis of the enterprise made the possible to define the trend of the organization's development.

3. Theoretical foundations of business planning

3.1 Modern approaches to business planning

In present day conditions, two approaches to the business planning process are clearly discernible. The first involves the development of a business plan by an external consulting company, and the initiators of the project participate in it through the preparation of input data. However, the second approach is most preferable when the entrepreneur independently works on the business plan, if necessary, receiving advice from specialists (for example, marketers) or potential sponsors and investors. Despite the fact that the initiators of the project may be poorly versed in financial and marketing issues, a group of specialists usually work on the business plan.

In present time it becomes extremely important to know how to create a business plan, which is due to the following reasons¹:

1. The changing environment of business activity puts all managers in front of the need to differently calculate their actions in the market and prepare for such a difficult area of activity as the struggle against competitors.
2. Expecting to receive foreign investments or credit resources of banks for the implementation of new projects, a new generation of Russian entrepreneurs should be able to justify their applications for financing and prove that they are able to successfully implement the proposed projects and receive a significant financial return.

The area of business planning affects three main aspects of management decisions:

- management of current activities and development of the enterprise;
- management of changes in the enterprise;
- one - off solutions for specific aspects of management.

Management of current activity and development of the enterprise.

Effective management at this level is carried out by developing a management business plan that combines the basic elements of strategic and operational planning.

The conceptual task of the management business plan as a whole is to define the objectives of the enterprise's operation, as well as the ways and resources to achieve them.

¹ 1. Aliev V.S. Business planning: a tutorial 2016.

This type of business plan is more real, in comparison with the strategic plan, and allows to define specific objectives of the enterprise for a short period (usually for a year), as well as a detailed plan of actions to achieve the set goals.

In addition, the management business plan allows to solve another of the management tasks: coordination of actions between different participants, as each participant has its own role, its terms of reference and tasks.

Management control

Dynamic development of the enterprise is possible only with the creation of a special mechanism for change management, an integral part of which is the development of business plans for projects. This type of business plans can be both an integral part of the overall business planning system and an independent document for implementing the investment policy of the enterprise

Adoption of one-off decisions on specific aspects of management.

In the process of business management, tasks arise that can be successfully resolved only if there is a specially prepared business plan. The scope of such tasks is wide enough and includes such areas as planning of one-time financial transactions for the purchase and sale of business or its part, the implementation of large commercial transactions, anti-crisis planning, an invitation to the company of a leading specialist or manager, and others.

3.2 The purpose, objectives and features of the business plan

Business plan is a short, accurate, accessible and understandable description of the proposed business, the most important tool when considering a large number of different situations, allowing you to select the most promising solutions and determine the means to achieve them².

A business plan is a document that allows you to manage a business, so it can be presented as an integral element of strategic planning and as a guide for execution and control. It is important to consider the business plan as the planning process itself and the tool for internal management. The business plan is a kind of document that insures the

² 3. Barinov V.A. Business planning: a tutorial 2015.

success of the proposed business, at the same time, the business plan is a tool for self-education

The main purpose of developing a business plan is to plan the company's economic activities for the near and distant periods in accordance with the needs of the market and the opportunities to obtain the necessary resources. Along with the main, defining goal, the drafters of the business plan should reflect other goals:

1. social goals - overcoming the deficit of goods and services, improving the environmental situation, improving the psychological climate in the country, creating new spiritual and cultural values, developing scientific and technical and creative potential, expanding business contacts, international relations;
2. increase of the status of the entrepreneur - development and strengthening of the economic potential of the entrepreneur (including production potential, financial, technical and technological, scientific, educational, as well as spiritual). This serves as a prerequisite and guarantee of success of subsequent transactions, increasing the prestige of the entrepreneur, generated by his fame, good reputation, guarantees of high quality of goods and services;
3. other, special purposes and tasks - development of contacts, foreign trips, entry into various associations, etc.

Or, for example³:

1. to understand the degree of reality of achieving the intended results;
2. to prove to a certain circle of persons the expediency of reorganizing the work of an existing company or creating a new one;
3. to convince the company's employees of the possibility of achieving the qualitative or quantitative indicators planned in the project, etc.

The main focus of the business plan is the concentration of financial resources for solving strategic tasks, that is, it is designed to help the entrepreneur solve the following main tasks related to the functioning of the company:

1. identify specific areas of activity, prospective markets and the place of the firm in these markets;

³ 5. Burov V.P. Business plan of the company 2015.

2. to estimate the costs necessary for manufacturing and marketing of products, to compare them with the prices at which the goods will be sold in order to determine the potential profitability of the project;
3. identify the compliance of the firm's staff and the conditions for motivating their work to meet the set goals;
4. analyze the material and financial situation of the firm and determine whether material and financial resources match the achievement of the intended objectives;
5. calculate the risks and provide for the difficulties that may hinder the implementation of the business plan.

In modern practice, the business plan performs five functions⁴.

The first of them is related to the possibility of using it to develop a business strategy. This function is vital during the creation of the enterprise, as well as in the development of new lines of business.

The second function is planning. It allows assessing the opportunities for developing a new direction of activity, controlling the processes inside the firm.

The third function allows you to raise funds - loans, loans. In modern Russian conditions without credit resources it is practically impossible to implement any significant project, but it is not easy to obtain a loan. The main reason is not so much the problem of high interest rates, as in the increased non-return of loans. In this situation, banks are undertaking a whole package of measures to ensure the return of funds, including the requirements of bank guarantees, real collateral and others, but the decisive factor in granting a loan is the availability of a well-developed business plan.

The fourth function allows you to involve potential partners in the implementation of the company's plans who want to invest in their own capital or the technology that they have. The solution of the issue of providing capital, resources or technology is possible only if there is a business plan reflecting the course of the company's development for a certain period of time.

The fifth function by involving all employees in the process of drawing up a business plan allows them to improve their awareness of the upcoming actions, coordinate efforts, create motivation to achieve goals

⁴ 21. Vinogradova M.V. Business planning: a tutorial 2015.

Preparation and effective use of the business plan is of paramount importance. This plan can be developed by a manager of enterprise a group of firms or a consulting organization. To determine the development strategy of a large firm, a detailed business plan is drawn up. Often, at the stage of its preparation, potential partners and investors are identified. As for the temporary aspect of business planning, most firms make plans for a year. They detail the various areas of the firm's activities during this period and further development is fluent. Some firms make plans for up to 5 years, and only large companies that stand firm on their feet plan for a period of more than 5 years.

Along with intra-firm functions, business planning is of great importance in determining the planning strategy at the macro level. The aggregate of long-term business plans of enterprises is the information base, which is the basis for the development of national planning policies within the framework of state regulation of the economy.

So the business plan is used to the greatest extent when assessing the market situation both outside the firm and inside it when looking for investors. It can help large entrepreneurs expand the business by buying shares in another firm or organizing a new production structure, and also serves as the basis for the formation of a nationwide planning strategy.

In the market economy, there are many versions of business plans which are divided in form, content, structure, etc. The greatest differences are observed within the framework of business plan modifications depending on the purpose: on business lines (products, work, services, technical solutions), on the enterprise in general (new or current).

There are two basic approaches to developing a business plan. The first is that the initiators of the project themselves are developing a business plan, and methodological recommendations are received from specialists, in particular from potential investors.

According to foreign practice this approach is more preferable. In addition to the authors of the concepts laid down in the business plan, financiers who know the particularities of the credit market, the availability of free capital, the risk of this business take an active part in its creation. Under the second approach, the initiators of the business plan do not develop it themselves, but act as customers. The developers of the business plan are firms specializing in the field of marketing activities, authors' collectives, individual authors. If necessary, consulting firms and experts are involved.

In foreign practice it is accepted that the development of business plans is carried out with the obligatory participation of the head of the enterprise. Many foreign banks and

investment funds refuse to consider applications for the allocation of funds, if this condition is not met.

In any case, regardless of how the business plan is drawn up in the process of its development, the interests and conditions of the interested parties are mutually accounted for and linked⁵:

1. the customer of the business plan being an independent investor or using the attracted capital, whose interest is the realization of the project and the receipt of income;
2. an investor whose interest is the return of the invested funds and the receipt of dividends;
3. consumers using products whose interest is the satisfaction of needs for goods;
4. authorities determining the needs and priorities of business development, the main goal of which is the satisfaction of public needs.

There are certain features when developing business plans for various organizations, such as for a single-point or multi-point organization. A single-point organization is an organization (legal entity) consisting of one enterprise. Accordingly, an organization consisting of two or more enterprises will be multipoint. When planning the activities of such an organization, plans are first developed for each enterprise, and then these plans are reduced to one business plan. If the business starts for the first time, then only the calculated indicators are included in the plan. If the business already exists, then the plan includes the reporting data for the previous year, with which the indicators of the planned year are compared. A business plan for organizations with a large investment project that requires external financing is the most complex type of business plan. The first place here is occupied by the indicators characterizing the investment project. Then the usual sections of the business plan, linked to the investment project, are outlined.

A feature of diversified organizations is the directed implementation of several types of activities. This should be reflected in the business plans of such organizations. Most often, in diversified organizations, certain types of activities are carried out in special units - branches (business units). In such cases, the organization acts as a multipoint, and the business plan is drawn up accordingly.

⁵ 22. Volkov A.S. Business Planning: A Training Manual 2016.

The business plan for non-production organizations differs in that instead of a detailed production plan, it briefly outlines the planned list of services (works) that will be provided. First position here is the coverage of the conditions for the provision of services (work performance), the availability of licenses, permits, certificates, and consumer rights. Instead of a production plan, an operational plan is developed in the business plan of the non-production organization in which the means, premises and resources that will be needed to conduct business in the upcoming period, as well as the need for materials, labor, communication facilities, etc., The remaining sections of the plan are developed similarly to the plans of production organizations.

3.3 Features of drawing up of business plans for small enterprises

Small business needs not less calculations than medium or large enterprises. Before the initiator of the project, opening own business in any sphere, there are approximately the same issues as for a businessman opening a new structural unit or a new department.

Among the frequently asked questions are the following⁶:

- How much will it take to open a project?
- When will the invested funds pay off?
- How much money does it need, and how much is the investor's money?
- Are credit products offered by the bank acceptable for the business to be opened?
- Which scenarios are critical for business development?

The answers to these questions lie in the development of the individual financial model of the business plan.

A small enterprise, like any business, has its own specifics:

- a limited number of employees who will work in the company;
- the annual turnover of the company's capital should not exceed a certain amount;
- relatively simple organization of work;

⁶ 8. Gorbunov V.L. Business planning with the assessment of risks and the effectiveness of project 2017.

- relatively small financial costs for the organization and implementation of the enterprise;
- cohesive team, etc.

In addition, you need to determine some of the features based on which business planning will be conducted:

- with the type of activity of the small enterprise;
- with the client base that your small business will be serving or which will provide services;
- with the location of a small enterprise, etc.

The key components of a small business plan⁷:

1. Economic analysis, which involves:

- The analysis of the market with which your business will be linked, and the development of an effective program for the competitiveness of your business.
- Marketing research and development of marketing strategy of a small enterprise.

2. Financial analysis, which involves:

- Development of the financial basis, that is, money resources, which are necessary for the creation and realization of business due to:
 - Investment of own savings;
 - Involvement of partners who will contribute a certain part of capital investment in the business;
 - attracting financial assistance from investors;
 - registration of a loan in a bank.
- Distribution of financial capital:
 - Foreseen expenses (rent / construction of premises, purchase of equipment, salary for employees, payment for utility services, payment for an advertising company, etc.), necessary for the start and successful implementation of the activities of a small enterprise;
 - for unforeseen expenses that may arise during the creation and operation of a small enterprise.
 - Getting the estimated profit, etc.

⁷ 6. Dubrovin I.A. Business Planning in the Enterprise 2016.

- Investment or credit plan for debt recovery taking into account the economic situation in the country.
3. Legal analysis, which involves the registration of a business, obtaining all permits, licenses, certificates, which are necessary for the implementation of the activities of a small enterprise.
 4. Development of a technical line, which involves the description and implementation of production processes related to doing business.
 5. Development of personnel policy, which involves the selection of employee's necessary for the successful implementation of a small enterprise.
 6. Risks, external and internal threats that can arise during the creation and during the activity of a small enterprise.
 7. The expected payback period of a small enterprise and other important components.

The business plan for small and medium-sized businesses provides for the solution of such issues facing the enterprise as: assessment of its current state, identification of strengths and weaknesses of entrepreneurial activity, formulation of objectives for the planned period.

Success in the world of small and medium-sized businesses depends crucially on three elements⁸:

1. Understanding the current state of affairs.
2. Presentation of the level that you are going to achieve.
3. Planning the process of transition from one state to another.

The business plan allows to solve these problems. A well-developed business plan is a working tool through which the enterprise is managed and controlled. It effectively helps small and medium-sized enterprises in implementing specific production, marketing, technical, financial, personnel policies, in identifying and eliminating management deficiencies and failures. The business plan is not only an internal document of the enterprise, it is also used when establishing or expanding contacts with partners:

- intermediaries in selling the enterprise's products;
- suppliers of raw materials, materials, fuel, equipment;

⁸ 10. Kunitsyna N.N. Business planning: a tutorial 2016.

- possible sponsors.

The business plan of a small and medium-sized business starts "working" even before its birth. The very process of drawing up the plan, the detailed analysis that precedes his writing, makes the management to examine the planned activity in all details, to analyze its ideas in an unbiased and impartial way, to test the feasibility and feasibility of their implementation.

Small companies today are forced to engage in business planning to survive. The conducted researches have allowed to draw a conclusion, that successful enterprises really carry out strategic planning and use the strategic approach.

The use of strategic planning in small business gives clear advantages, but there are several barriers that prevent its wide application in the management process.

The following obstacles are for entrepreneurs:

- shortage of time;
- constant workload current work;
- high costs;
- lack of special knowledge, skills and experience in planning;
- lack of trust in relation to employees and consultants, fear of business failure.

A small firm has its advantages and disadvantages.

The advantages include⁹:

- simple organizational and management ties;
- a small number of management personnel;
- mobility and flexibility of the transition to innovations and other activities;
- narrow specialization by business type;
- use of areas of activity that are unprofitable for large enterprises;
- high business adaptability to local conditions;
- high susceptibility to fundamental innovations.

The shortcomings include:

- limited resources (financial, material, labor);
- weak credit opportunities;
- submission to the objectives of large-scale production;

⁹ 13. Lyubanova, TP Collection of business plans 2016.

- large overload of personnel (loading per week - 50-60 working hours);
- relatively low pay.

The business plan of a small and medium-sized business allows you to show the profitability of the proposed project and to attract possible counterparties, potential financial partners. He can convince investors that the entrepreneur has found attractive opportunities for development of production, allowing to effectively implement the planned and, the enterprise has an effective, realistic and consistent program to achieve the goals and objectives of the project. The investor will invest his funds only in that project, which with sufficient probability guarantees him the maximum profit.

Business planning, as a necessary element of management of a small and medium-sized business, performs several important functions in the system of entrepreneurial activity, among which the most important are the following¹⁰:

- initiation - activation, stimulation and motivation of planned actions, projects and transactions;
- forecasting - anticipating and justifying the desired state of the firm in the process of analyzing and accounting for a set of factors;
- optimization - ensuring the selection of the permissible and best option for the development of the enterprise in a specific socio-economic environment;
- coordination and integration - considering the interconnection and interdependence of all structural divisions of the company with their orientation to a common overall result;
- security management - providing information on possible risks for timely taking proactive measures to reduce or prevent negative consequences;
- streamlining - creating a single common order for successful work and responsibility;
- control - the ability to quickly monitor the implementation of the plan, identify errors and possible adjustments;
- upbringing and training - the favorable impact of models of rationally planned actions on the behavior of employees and the possibility of training them, including on mistakes;

¹⁰ 15. Orlova E.R. Business plan 2016.

- documentation - the presentation of actions in a documentary form, which can be proof of successful or erroneous actions of company managers.

The following reasons can be considered as motivating reasons for planning the enterprise of small and medium business:

1. The process of business planning, including the analysis of the idea, forces the entrepreneur to look objectively, critically and impartially on his business from all sides. A plan is a well-laid route, reflecting the sequence of actions and priorities in conditions of limited resources and contributing to the prevention of errors in its implementation.
2. The business plan is the working tool that, if properly used, will help the entrepreneur to quickly control and manage the firm.
3. The completed business plan is an entrepreneur's tool for communicating the ideas of his business to all interested persons (bank manager, other financial investors, state institutions, professional consultants, etc.), including company employees.

At the next stage, we need detailed study of all issues related to specific measures to be implemented in the sphere of production, marketing and organizational management structures. This is necessary for the authors of the project to assess the real possibilities for translating their ideas, and for investors who are unlikely to risk their own means without having reliable guarantees of the feasibility of the project.

It is obvious that it is important for a small and medium-sized business to estimate the total cost of the project, the share of participation in it with its own funds and, correspondingly, the amount of financial resources involved, from the very beginning. In this case, it is necessary to choose in advance the most preferable form of fundraising. In addition, it is desirable at the beginning of the project development to have an idea about a specific range of investors who may be interested in participating in the project. It is obvious that at this stage, as in the previous one, the drafting of a business plan will allow entrepreneurs to soberly assess the possibilities of selected projects and reduce their number due to unrealistic and unprofitable ones.

The development of a business plan for a small and medium-sized business allows one to solve one more problem: to forecast various scenarios for the development of events and to identify obstacles that may arise during the implementation of the project. On the one

hand, this allows you to prepare options for implementing them, and on the other hand - to convince the investor that the project developers think in real terms and are ready to overcome the difficulties.

In order for a business plan of a small and medium-sized business to fully perform its functions, it must meet a number of requirements:

- ✓ be written in a simple and understandable language with the use of concise and clear language;
- ✓ be comprehensive, that is, include all information on the project of interest to the investor;
- ✓ to draw on real facts and reasonable proposals;
- ✓ have a completed character, that is, contain a strategy to achieve the goals;
- ✓ have integrated, that is, contain production, marketing, organizational, financial support;
- ✓ to have a perspective character, that is, to ensure the possibility of developing on its basis further plans while preserving the continuity of development;
- ✓ have the flexibility to make adjustments to the developed programs;
- ✓ have a controlling character associated with a clear characteristic of the work schedules, deadlines and indicators.

The focus is on the consumer and the flexibility in its maintenance. The overall effectiveness of management increases due to the orientation towards achieving results and efficient use of resources.

Integration and coordination of interaction between individual links and workers is improved, as it ensures the transfer of strategic objectives to tactical goals and measures to achieve them.

Improves control, as comparing actual results with planned ones allows you to assess the degree of approximation to specific goals.

Provides an efficient allocation and use of time, which allows not to miss the moment to solve long-term problems.

Summarizing the chapter, we can say that the fulfillment of all requirements is possible only with a certain structure and logic of building a business plan for small and medium-sized businesses. Without giving importance to the business plan, the entrepreneur may not be prepared for the difficulties that may arise on his way to success, and will

feverishly improvise, which often ends badly for him and for the business he is engaged in. Therefore, it is better not to spare time and money and do business planning. We should not neglect the development of a business plan, even when the market situation changes quickly enough, since the development of a business plan is an adaptive process, as a result of which the decisions are regularly adjusted, the system of measures taken to implement a particular program, etc.

4. Practical section FoodForYou

4.1 Development of the company's business plan for food delivery FoodForYou

4.1.1 Project Summary

Modern society is characterized by a high rate of life, many people have an irregular working schedule, not allowing hours to stand by the stove. The average citizen has to reduce the time spent on food, and in most cases the hour of working time is more expensive than the order of cooked food. That is why there is a growing demand for services of delivery services.

These factors have made the business of delivering food the fastest growing segment of restaurant business. The data of the analytical agency RBK.Research and the statistics of the Delivery Club service allow us to talk about the rapid growth in demand for services for the delivery of ready-made meals and dinners at home.

Obviously, demand for delivery services so far exceeds supply, which means that the quantity and quality of service can be improved. This statement is an external prerequisite for opening your own food delivery business.

The internal reasons for investing in this segment are¹¹:

- ease of creation and business;
- small initial investment;
- Low level of commercial risks;
- Lack of seasonality.

FoodForYou is a unique food delivery company in Prague.

The main advantages of running a business according to the model of the company "FoodForYou" are:

- ✓ Uniqueness. Such unified services exist only in large cities with a high level of demand.
- ✓ Low competition. The service has dozens of kitchens and thousands of dishes for every taste.

¹¹ Angelina Krechetova 2017.

- ✓ Absence of conjuncture and financial risks. Even in times of crisis, people do not refuse ready meals.
- ✓ Ease of doing business. All business processes are debugged and registered.

A delivery service consists of (a call center and courier staff). That set of aspects presume regular monthly expenditures such as: monthly salary of the whole staff, cumminication costs, gasoline and repair services for transport (cars). Besides that, for complete functioning it is necessary to have a web-site with e-commerce services which also need a specialist to support. In that case, a delivery-service is a differ business unit.

An introduction of that unit into a regular structure of a resturant or a caffe is being an expensive method for an owner to increase his/her sales, thus it considers quite serious financial-investments. In addition to that, in a process of work, it is unavoidable to have an extra cost such as (oftenly a delivery-serivece doesn't pay off, just because the demand for services could be less then expected, however salaries for workers need to accrue every month. Because of that, many restaurants and cafes refuse to provide these services to their customers. This leads to the fact that they automatically lose potential customers who do not have enough time or opportunity to come to the institution. However, a number of such customers increases every day.

<FoodForYou> offers quite optimal solution in that case. The company plans to create all relevant resources: (a web-site, a software on handling orders, a call-center and couriers). The well-established work of attractive channels, ensures a regular flow of customers making dozens and hundreds of orders every day. This, in turn, will allows you to keep quite favorable prices for delivery. Company's cooperation with restaurants and cafes is mutually beneficial. Since the restaurant business has a high level of competition, institutions themselves are interested in attracting additional customers.

In cooperation with the delivery service, they receive a number of advantages:

- A quick launch of a new direction.
- Absence of costs for the maintenance of its own delivery service.
- Attraction of a new segment of the consumer market.
- Free advertising on a web-site.

The benefit for a company are commissions, which are calculated as a percentage of the value of each order.

Table 1: Advantages of cooperation between catering establishments and food delivery service.

Benefits of public catering establishments:	Benefits of delivery-service:
Saving an existing customer base.	Expansion of assortments to the customers.
Reception of a new segment of the consumer market.	Attraction of a large customers group.
A free advertising on a web-site.	Reduction in a price of delivery due to the large number of orders.
Increase in sales.	Receiving commissions on each order.
No need to organize and maintain your own delivery service.	

Source: FoodForYou owned

The main offer of a project is delivery food from institutions (cafe, restaurants, fast-food) on a specific address, mentioned by customer (either office or home). On a first stage, there is a formation of institutional types, consisting of, not less than 50 institutions. Institutions are divided into categories depending on the main direction: pizza, sushi / rolls, burgers, mixed kebabs, pies and complex menu. For categories of fast food, there is a payment for delivery in the absence of a regulated minimum order amount. For complex menus the minimum amount of the order is established (depending on the category of the institution), the delivery is free. In the first case, a profit of a project is formed directly from the cost of delivery, in the second - from the commission from the institution (20-25% of the order amount). Having received an order from a client, a dispatcher communicates with a partner to confirm the possibility and the term of the order execution. In case of possible execution, the dispatcher by phone confirms to the client the opportunity and terms, and the sum of the order, specifies the address of delivery and a preferable way of payment. In case of impossibility of execution, the dispatcher apologizes and suggests an adequate variant of replacement. Payments for orders at the first stage of a project development is assumed in two ways: by a card on a web-site, handing cash to a courier. In the future, there is a card-payment option to a courier. It is also proposed to develop a mobile application for order and payment. The cost of meals on a web-site is equal to the cost in the institutions.

The planned start date of the project is 01/01/2019.

4.2 Analysis of the industry, market

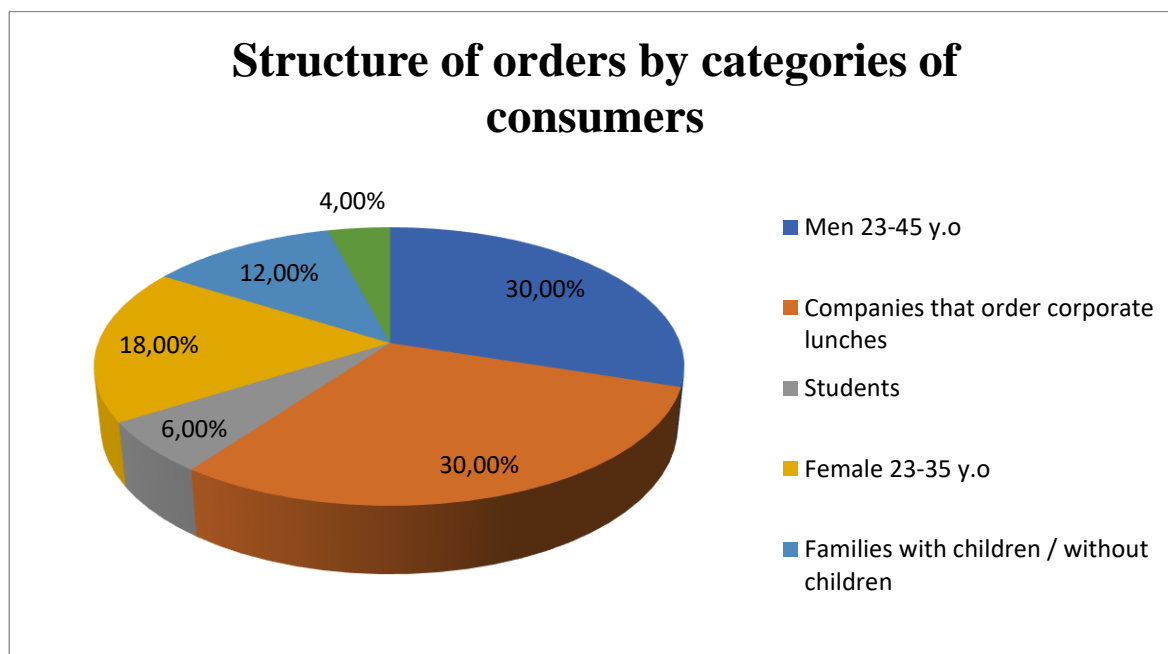
Since the company provides a huge selection of dishes from various restaurants and cafes of the city, the audience of the project is very wide¹².

The target audience can be presented in several categories:

Men of working age from 23 to 45 years. Order lunches and dinners, as there is not enough time for independent preparation of food. The frequency of the order is from 3 to 7 times a week. Women of working age from 23 to 35 years. Mostly not married. Ordering lunches and dinners, as most of the time they prefer to devote to work and meetings with friends. The frequency of the order is from 2 to 5 times a week. Companies ordering corporate dinner. The frequency of the order is 5 times a week. Families with children / without children who want to please themselves with something new over the weekend. The frequency of the order is from 1 to 3 times a week. Students who have parties. Happens one a week. Any category of the population celebrating holidays and not wishing to waste time cooking food.

The share of the total number of orders, which falls on each category of consumers, is displayed in the form of a Diagram 1.

Diagram 1: **The total number of orders, which falls on each category of consumers.**



Source: Own diagram

¹² Daniel Novák 2013.

It should be noted that the potential revenue depends on dynamics of demand for the services of restaurants and cafes, as well as changes in the number of the city's population and per capita income.

The advantage of running this type of business is the lack of seasonal sales.

The level of income of the target audience does not play a decisive role, because even low-income people from time-to-time visit cafes and restaurants. Demand for services of the project does not have a pronounced seasonality, however peaks of demand are on Friday and weekends, as well as public holidays, also expected a slight decline in demand in the summer for the period of holidays.

Prague is a big city. The level of welfare of residents can be characterized at a level slightly above average. The number of catering establishments are currently 1053 units. The most stable segment in a crisis may be the most unobvious piece of the market, such as, for example, delivery of ready meals to offices and home. This segment, unlike the entire catering market, is predicted to have a growth in 2018, say analysts, which is almost a sensation.

The boom in the segment of delivering ready meals to offices and home, fell in 2013, as early as 2014, a growth was much calmer. However, according to analysts' calculations, the share of finished food delivery in 2015 was 18% of the total turnover of catering, and this is a very serious statement. Moreover, despite the general market drop of 5.5% over the past year, the segment for the delivery of ready-made meals lost only 2.6% of its turnover, which in the current circumstances can be considered as a successful, more successful than other segments. In addition, within the segment, even the growth of individual backbone indicators were observed, for example, pizza delivery according to NPD data, increased by 6%. According to the research of analytical centers of the Czech Republic, in the period from May 2015 to May 2016, the share of users of delivery services on ready meals to work or home has practically not decreased. Although an intensity of the use of the service has decreased - according to a survey, 50.6% of respondents for the past six months began to order food delivery less often, and among all the reasons, the first one is not even the price increase, but a fall in income.

However, in all the negative context, 16.4% of respondents began to order delivery to house or to work more often. Among all the answers to the question about reasons for such a decision, the answer was "orders for ready meals are cheaper than going to a

restaurant", indirectly confirming thesis of some experts of the restaurant market that the delivery of ready meals is becoming a direct competitor of a classical restaurant. It has more chances to resist when the market is shaking and being unstable.

Speaking about the reasons of segment's stability in crisis, we should note one more thing – the delivery segment among various internet services, with a certain level of a classic restaurant network. Also, the classic brand of restaurants during a crisis did everything what was needed to sustain and attract an audience: from 30% discount on ordering food home to providing special bonuses and more typical motive forms and loyalty programs.

Besides that, participants of the market note such an activity which leads to less expensive consumer segments from more expensive.

From the discoveries of Google analysts, it is worth highlighting an increase in requests for food delivery on the portal "Google" - by 14.1% compared to last year. Requests by the key words "pizza delivery" increased by 8.7%, and "land delivery" - by 3.6% (pizza and sushi - the traditional leaders of the segment); in addition, there is a steady popularity of food delivery exactly at home.

The largest shares of customers of delivery services are now observed in the largest Russian capital cities where the experience of ordering ready meals to work or home, from May 2015 to May 2016 was about 75-79% of respondents, and in Prague this figure rose to 81, 4%. But the number of buyers of ready meals, living in relatively small towns with a population of 100,000 to 500,000 people, is also steadily growing. And, according to analysts, the vector of the development of the delivery market in the next four to five years will shift to the regions that will become the driver of this segment growth.

4.3 Marketing plan

The main tool of the project is an Internet site with a menu listed in all partner institutions. It is possible to order food both through the site and to the toll-free number of the hotline. The site is integrated with the Oracle CRM system that ensures an operational interaction of the dispatcher and couriers. Delivery is carried out by couriers of the company for a maximum of 1.5 hours (during peak hours) from the time of order, of which 0.5 hours are provided for preparing the meal and the rest of the time - for logistics.

A competitive environment in a specific region is represented by 3 main players of federal-level, which can be considered as direct competitors. Thus, all of them are aggregators and provide intermediary services between clients and delivery services, they don't have their own couriers, which means that they are not able to control a quality of job done by couriers. This could lead to delays and other unpleasant consequences and even negatively affect the reputation of this site. A usage of own couriers in the project will provide to more flexible logistic and quality of orders. Promotion of these services are done by own website, brochures in partner's institutions and extr. Also periodically promotes the imedge advertising on the radio with gift coupons with points that can be used when ordering food. An additional effect is created by a help of company's advertising, placed on courier's cars.

There is also a reward for the recommendation: "Bring a friend and get bonus points as a gift". Thus, it is planned to reach the planned sales volume by the third year of the project implementation.

Attracting partners is not seem to be difficult task. The advantages of partnership are obvious, specifically for institutions without delivery-services. The argument is based on the fact that the project attracts additional customers and in no case reduces the traffic of visitors to the institution itself; In addition, additional customers do not create a burden on the service unit and its staff.

For institutions that have their own delivery service, the motivation is also pretty obvious. Customers who order food at home or in the office can find out about the company only through a corporate website; in case of cooperation, clients receive an additional opportunity to find out about institution. At the same time, since food delivery is not the main activity for partners, the courier staff is usually small, which leads to delays in delivery. Cooperation completely solves this problem. An important point is the use of partners in the promotion of the project, for example, to place advertising leaflets on the tables of the institution. The main argument here is the direct interest of partners in the development of the project "FoodForYou". It is also possible to hold joint advertising events.

The following advertising campaign is planned:

3. Installation of a large poster in a city center, at intersection of the main roads (it is desirable that the service advertisement was on both sides of it - a driver will notice the information on the way to work and will see it on the way back home).

4. Advertising on tickets for public transport (one day before the opening of the service will be recognized by a huge number of people, in addition, the ticket with the phone number can be saved).
5. Leaflets attached to a check when calculating customers in each of the institutions-partners (the visitor already liked the menu, and he will not mind ordering proven dishes at home).
6. Booklets in institutions that can be used by potential customers (student canteens, cafeterias and car washes in office buildings, saunas near major business centers, etc.).
7. Advertising in local gastronomic magazines and service catalogs.
8. Stickers on courier cars - every stop at a traffic light or in a traffic jam attracts the attention of casual passers-by.

4.4 SWOT-analysis of the enterprise

Table 2: SWOT analysis of Food For You.

Strengths of the project	Weaknesses of the project
<ul style="list-style-type: none"> • Unique characteristics of the service (order from different establishments). • Huge selection of dishes. • High quality of provided services (its courier staff and call center). • Convenient website and mobile application. • Bonus program of work with clients. 	<ul style="list-style-type: none"> • The cost of delivery varies depending on the distance of the establishment to the customer. • Opportunity to delay delivery with a large number of orders.
Opportunities and prospects	Treats
<ul style="list-style-type: none"> • Expansion of the branch network throughout the country. • Organization of additional services (flowers, goods, etc.). • Attraction of corporate clients (lunch in the office). • Great importance of the potential market capacity. 	<ul style="list-style-type: none"> • Weather conditions. • Damage of kitchen equipment. • Couriers cars fault.

Source: Own table

The only competitors of the food delivery service are similar services. The capacity of the market for this type of services is quite large, so the demand will always be. In addition, the development of the new delivery service, competition will not hurt because of catering establishments, the dishes from the menu which will be offered for delivery to the house, several times more than the delivery services.

It is very important to stand out on that market by doing the following actions:

- high level and speed of service;
- the availability of terminals for non-cash payments by couriers;
- convenient and attractive site with the possibility of registration;
- development of a mobile application running on Android and iOS;
- clear and mutually beneficial schemes of cooperation with public catering establishments;
- bonus program for regular customers;
- courteous couriers and call center staff;
- delicious food from quality fresh products (for those who have their own production).

Prospects for the business development in the delivery of food.

If there are reserve funds or third-party cash injections in the development of business, you can think about the prospects:

- a big market coverage;
- attraction of corporate clients (food delivery to offices);
- expansion to a network of services operating throughout the country;
- provision of additional services (delivery of food, flowers, gifts, etc.);
- conclusion of contracts with all popular catering establishments in the city.

The revenue of delivery services on ready meals is formed from the payment of the direct delivery of meals to the house and commissions from orders received by restaurants due to its service. It is desirable to think over several options for cooperation, in which the percentage of sales, depends on what the delivery service is ready to offer to a partner. It is assumed that couriers will independently take orders from restaurants and cafes. Such cooperation will bring about 22% of sales revenue to the food delivery service.

Other additional options:

- an active menu promotion of a particular institution on the Internet platforms, delivery services and beneficial presentation of its advantages over competitors (in this situation, you can claim 25% of sales revenue);

- bonuses for customers of dishes from the menu of a particular restaurant, for example, free delivery for an order over 200 czk (in a contract with a partner, you can specify a commission of 35% of sales).

The business of delivering food is characterized by moderate risks.

Table 3: Business delivery risks.

Risks	Mitigation measures
Internal risks of firm (sick labour, delays in cooking meals, broken cars)	It can be minimized by developing a system of preventive measures.
Commercial risks, related with a possibility to get a profit, which won't cover all initial investments.	Can't be considered, thus , statistic shows only an increasing stability of demand for ready meals and its delivery at home, which guarantees a recoupment with the right approach.
Conjuncture risks associated with lack of demand	Almost missing.
Financial risks, related with a fall of demand due-to price increase for products and services of catering.	They are recognized as moderate, because there is no great elasticity of demand in this segment of the market , no drastic changes are expected.
Operational risks (fraud from customer's side).	It can be partially prevented by making a mandatory registration on the site with confirmation of the client's identity.

Source: Risk assessment of FoodForYou, 2018.

4.5 Production plan

The cost price of services consists of constant, variable costs, a payroll fund. For accommodation of dispatchers, an office space of 5 sq. M. Is required. For business vehicles, secure parking is provided in the immediate vicinity of the office. The office is equipped with computer equipment, cooler, refrigerator, microwave. Acceptance of orders is carried out 7 days a week. In the first 1.5 years, orders are accepted from 9:00 to 21:00. Then - around the clock. It is planned to change the work schedule. In the first months of work, only one courier car is supposed to work. As the number of orders increases, so does the number of cars in the shift.

There is a seasonal change with peak demand in December-January. The increase in demand is shown, due to the fact that the cold weather is not suitable to go to restaurants, as well as the presence of public holidays, during which people usually spend more money than usual. The downturn falls on the period of summer holidays, when some of the potential customers are outside the city, while the other part reduces the costs in order to save for rest or restore an accumulation after it.

Sales plan.

The sales plan is focused on the number of orders per day. An average check is 400 CZK. A shipping price varies from 60 to 110 CZK, depending on the distance of the customer. A one-time order from two restaurants is accompanied by an addition of 60 CZK, to the amount of delivery. On average, the delivery costs 90 CZK per customer. Next is a sales plan for the first 5 months of the organization's work with a minimum staffing level, which includes two couriers.

Table 4: Sales plan.

Index	1 month	2 month	3 month	4 month	5 month
Quantity of orders.	480	600	720	900	900
Quantity of cars during the shift.	2	2	2	2	2

Source: FoodForYou own

Formation of a sales plan, its assumption drops on 15 orders a day for a courier.

4.6 Organizational plan

The entrepreneur himself performs the functions of the head. Its activities require knowledge of the entrepreneurship basics, tax and accounting, as well as basics of labor protection. All the company's staff are directly subordinated to the entrepreneur. Couriers have indirect subordination also to the dispatcher who directs their actions, controls movement and forms the most effective routes, relying on data of geolocation systems and information on urban traffic. An administrator (dispatcher) accepts orders, passes them to partners. Couriers, take the ready-meals from the partner and deliver to the specified address. Requirements for a dispatcher are: knowledge of the city and main transport highways, balance, knowledge of the administrative part of the CMS used, competent speech, politeness and poise. Requirements for couriers: knowledge of the city, a must to have a driver's license category B, driving experience of at least 3 years. A contract is signed with a courier which entails, safety and a proper use of a car. For a confirmation of driver's skills, before acceptance to work, there is a test-drive to a destination, planned by an owner.

The duties of the manager include:

- Contract agreement.
- Working with the site - laying out menus, monitoring and ensuring the smooth operation of the site, processing feedback through control of customer feedback, website promotion.
- Disposal of finances, issuance of wages.

- Formation of development strategy, search for opportunities to expand business, search for new partners.

Wages - 15 000 CZK.

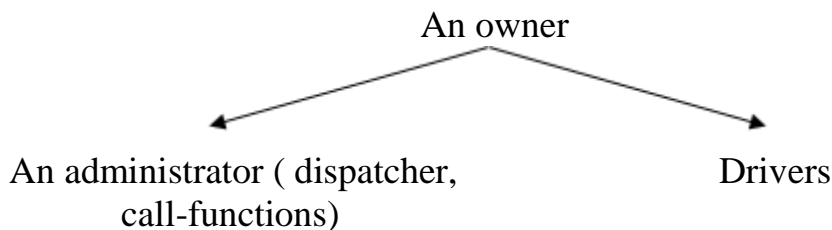
The dispatcher's duties include:

- Processing orders from the site and communicating with customers.
- Coordination of couriers work.
- Transfer of orders to the manager of the restaurant / cafe.
- Elimination of conflict situations with customers.

The dispatcher works one during the shift. The schedule of work is 2 working days / 2 days off. Wage is 5400 CZK. KPI for the dispatcher - revenue of 12 000 CZK./shift.

An accountant is hired for timely submission of reports.

Diagram 2: Organizational structure of the food delivery service.



Source: Own diagram

4.7 Price policy

Nowadays, most people find it difficult to make time to go to the supermarket for food and cooking-home food. In such situations, various services are provided to deliver food and ready-to-eat meals. So, the business in this segment of service, will become profitable and will quickly pay back the initial costs. An average check of an order from restaurant is 200 CZK. The shipping price varies from 60 to 110 CZK depending on the distance of a customer. A one-time order from two restaurants is accompanied by an addition of 60 CZK, to the amount of delivery.

4.8 Financial plan

Investment costs:

Let's calculate the initial investment costs for launching the project. They include the cost of equipment (thermal bags) and current payments for the first month of work.

Table 5: Calculation of investment and current costs.

Initial investments	CZK
Registration of enterprise	290
An opening of bank-account	545
Creation of web-site	4 000
Initial Advertising	4 000
Purchase of thermal bags	1 850
Total	10 685
Monthly expenditures	CZK
The office rent	4 000
Salary fund	60 000
Communication costs	727
Utility costs	1 000
Marketing and advertising costs	18 000
Total	83 727

Source: FoodForYou balance account

Payback calculation:

In order to calculate the payback period of the project, it is necessary to study the structure of income and expenses of the company during the first 6 months of operation.

Table 6: Calculation of the payback period of the project.

Current expenses for 1 month	CZK
Office rent	4 000
Salary fund	60 000
Communication costs	727
Utility costs	1 000
Marketing and advertising costs	18 000
Total monthly expenses	83 727
Income for 1 month	
Delivery costs	70 000
Amount % of order value	50 000
Total monthly income	120 000
Profit before taxation	36 273
Income Taxes	6 891
Profit after taxation	29 381
Investment costs	10 685
Payback period of investment costs	3 months

Source: FoodForYou balance account

All the costs such as (car maintenance, fuel) are paid by the owners (couriers). Calculation of revenue considers the sales plan, developed at the opening of the company. This business allows you to make profit from the second month of work. And after 3th month, the initial investment is fully paid off.

The payback period of the project is 3 months.

Let's compile the budget of revenues and expenditures for the project of 2019.

4.9 Evaluation of project risks

Considering that this direction is relatively new for the region, the main risks are related to the promotion and achievement of planned sales volumes in a timely manner.

Table 7: Possible risks and measures for their prevention.

Risks	Chances to occur	Severity of consequences	Actions for prevention.
Deviation of a real demand from forecasted.	Medium	Heavy	Careful planning of promotional activities, partnership motivation for participation in promotion events.
An entrance of a new competitor to the market.	Low	Low	Devote a specific attention on strengthening positions on the market during the very first year.
Reputation damage of a project due-to mistakes or not a qualitative partnership relations.	Medium	High	Make provisions on a partnership agreement, penalty fees for violation of terms, institutions with a low rating will be excluded from partner's web-site. motivate customers who were badly served, by high bonuses.
Reputation damage due-to courier's mistakes.	Low	High	Carry out a check-up on driver's ability and skills, knowledge of a city, introduce a system of penalties for errors.

Source: Own table

Analyzing the presented data, we can say that implementation of this project is associated with a certain level of risk due-to the innovative service and weak market coverage. However, the existing prospects for development are practically unlimited, since, having taken the leading positions in their region, it is possible to organize branches in other cities and even countries. Thus, it can be concluded that the investment attractiveness of this project is quite high.

4.10 Forecast of financial conditions of the enterprise and the effectiveness of the project

A purpose of the project is the creation of a food delivery service from cafes and restaurants, city - Prague.

Trademark «FoodForYou». The demand for these services is conditioned by the fact that, people want to eat delicious food, but they do not want or cannot go to a restaurant for a few reasons. In addition, the service can be in demand for organizing various corporate events, less often for family events. There is practically no competition on the market for this type of services. The main indicators of the project effectiveness are given in Table 8.

Table 8: Integral indicators of project efficiency.

Discount rate (r), %	20 %
Discount rate (monthly), %	153%
Payback period (PP), month	3,00
Discounted payback period (DPP), month	10,00
Net Present Value (NPV), CZK	545 321
Accounting rate on return (ARR), %	103%
Internal rate of return (IRR), %	0,07
Yield index (PI)	2,70

Source: Own

The discount rate, set at 20%, corresponds to the introduction of a new technological product into a poorly researched market. A sufficiently high level of related indicators shows that the project is stable and attractive for investments. In particular, the yield index is $-2.7 > 1.0$. Return on investment is relatively low, but considering that the project is not limited in

time, this is a highly acceptable figure. The indicator of pure discounted income (NPV) significantly exceeds investment costs, which also indicates the prospects of the project.

The minimum net profit of the project after reaching the planned sales figures is 29,381 CZK, and the maximum -40000 CZK per month. Total profit for five years will be 1,762,860 CZK. In addition, the company has a significant expansion potential. In the future, it is possible to expand the staff of couriers, as well as the organization of branches in other cities of the country.

4.11 Projected report and financial results of the project

Consider the cash flow budget of the project for 2019. The incoming cash flow is the funds of the manager himself, they compose 5000 CZK.

Table 9: Budget cash flow of the project for 2019.

Index	Jan 19th	Feb 19th	Mar 19th	Apr 19th	May 19th	Jun 19th	Jul 19th	Aug 19th	Sep 19th	Oct 19th	Nov 19th	Dec 19th	Total
Inc.balance	5000	30588	66861	103134	139407	175680	211953	248266	284499	320772	357045	393318	5000
Incomes	120000	120000	120000	120000	120000	120000	120000	120000	120000	120000	120000	120000	1440000
Profit from orders	120000	120000	120000	120000	120000	120000	120000	120000	120000	120000	120000	120000	1440000
Costs	94412	83727	83727	83727	83727	83727	83727	83727	83727	83727	83727	83727	1098101
Office rent	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	4000	48000
Salary fund	60000	60000	60000	60000	60000	60000	60000	60000	60000	60000	60000	60000	72000
Commun. cost	727	727	727	727	727	727	727	727	727	727	727	727	8724
Utility costs	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	1000	12000
Marketing and advertising costs	18000	18000	18000	18000	18000	18000	18000	18000	18000	18000	18000	18000	216000
Payment of investment costs	10685	-	-	-	-	-	-	-	-	-	-	-	10685
Payment of tax	0	-	0	-	-	-	-	0	0	-	0	82692	82692
Outgoing balance	30588	66861	103134	139407	175680	211953	248226	284499	320772	357045	393318	346899	346899

Source: FoodForYou balance account

Table 10: Profit / loss account January 2019.

Balance sheet for accrual (per month):			
Indicator name		Indicator name	
Cost of delivery	70 000	Office rent	4 000
Amount (%) of order value	50 000	Salary fund	60 000
Total monthly income:	120 000	Communication costs	727
		Utility cost	1 000
		Marketing and advertising costs	18 000
		Total monthly expenses:	83 727
Total:	36 273		
Balance sheet for payment (on average for a month):			
Incoming balance	5 000		
Incoming	120 000	Expense	94 412
Profit	30 588		

Source: FoodForYou balacne account

Table 11: Profit/loss account 2019.

Balance sheet for accrual (for 2019):			
Indicator name		Indicator name	
Cost of delivery	840 000	Office rent	48 000
Amount (%) of order value	600 000	Salary fund	720 000
Total, monthly income:	1 440 000	Communication cost	8724
		Utility costs	12 000
		Marketing and advertising costs	216 000
		Total, monthly expenses:	1 004 724
Total:	435 276		
Balance sheet for payment (for 2019):			
Incoming balance	5 000		
Incoming	1 440 000	Expense	1 098 101
Residual	346 899		

Source: FoodForYou balance account

Thus, by the end of 2019 the company will have 346 899 czk in the account.

4.12 FoodForYou Logo



Source: FoodForYou own

5. Conclusion

A business plan is a plan, a program for carrying out business operations, actions of a firm, containing information about the firm, products, its production, sales markets, marketing, organization of operations and their effectiveness. Business plan is a short, accurate, accessible and understandable description of the proposed business, the most important tool when considering a large number of different situations, allowing you to choose the most promising desired result and determine the means to achieve it. A business plan is a document that allows you to manage a business, so it can be presented as an integral element of strategic planning and as a guide for execution and control. It is important to consider the business plan as the planning process itself and the tool for internal management.

The business plan is a document in which the objectives of the enterprise are formulated, their justification is given, ways of achieving the funds necessary for the implementation and final financial performance indicators are determined. As a rule, it is developed for several years (usually three to five years), broken down by years. In this case, data for the first year are usually given by month, and for subsequent years - on an annual basis. Often, when drawing up plans for operating enterprises, a rolling schedule is used, under which a detailed plan for the coming year is developed annually, and a general business plan is specified and extended for another year. The purpose of the business plan is to show the real chances of realizing the business idea. Not only does it provide a true assessment of opportunities and

risks, but it shows the necessity (or lack thereof) in attracting additional investments, opening credit lines. In fact, the business plan shows the success of management and the way the enterprise develops to achieve the goal. The business plan has two groups of users - internal (initiator of business ideas, founders and staff of the firm) and external (potential investors, lenders, partners).

In this paper, a business plan was developed to create a food delivery company.

The following principles are taken into account:

- A business plan for the delivery of food should consist of the following elements: a detailed analysis of the business idea. In this section, you should assess the degree of competition, the demand for a service, and determine its profitability.
- Search for a capital, to start. A detailed calculation of all the costs necessary to implement the project, it will allow you to determine the approximate amount of investment.
- Registration of activities in the relevant authorities.
- Organizational moments (formation of employees, purchase of equipment).
- Well-structured advertising campaign.
- Further development prospects in the chosen direction.

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