

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Economics



Bachelor Thesis

Business plan - fitness centrum

Denisa Hossnerová

© 2018 CULS in Prague

CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Denisa Hossnerová

Economics and Management

Thesis title

Business plan

Objectives of thesis

The main goal of this bachelor thesis is to evaluate all the options and conditions for establishing a fitness center in Kadaň and to create a suitable business plan. In order to achieve this goal, it is necessary to fulfil the following partial goals through methodology described later:

- theoretically describe the structure and attributes of a business plan,
- describe the business and its target customers,
- analyze the sector and main competitors,
- come up with an effective marketing strategy,
- create a credible financial plan.

Methodology

The thesis will have two parts.

In the first part, which will be purely theoretical, secondary data from professional literature will be gathered and analyzed, creating detailed description of a business plan and all of its features.

Later on in the second, practical, part will all gathered information be used in a practical example of an business plan. Several different analyzes will be used. To analyse the sector and competitors SWOT and PESTEL analyzes will be used. In the marketing part market segmentation, product positioning and 4P analysis will be done to define suitable target customers and market strategy.

The proposed extent of the thesis

30-40

Keywords

business plan, financial plan, fitness center, PESTEL, SWOT, analysis

Recommended information sources

HISRICH, R. D. – PETERS, M.P. Založení a řízení nového podniku. Praha: Victoria Publ., 1996. ISBN 80-85865-07-6.

HOLEČKOVÁ, J. – GRÜNWARD, R. *Finanční analýza a plánování podniku*. Praha: Ekopress, 2007. ISBN 978-80-86929-26-2.

KISLINGEROVÁ, E. – SYNEK, M. *Podniková ekonomika*. V Praze: C.H. Beck, 2015. ISBN 978-80-7400-274-8.

ŘEHOŘ, V. – SRPOVÁ, J. *Základy podnikání : teoretické poznatky, příklady a zkušenosti českých podnikatelů*. Praha: Grada, 2010. ISBN 978-80-247-3339-5.

SLOMAN, J. *Economics and the Business Environment*. Harlow: Pearson education, 2008. ISBN 9780273710370

SRPOVÁ, J. *Podnikatelský plán a strategie*. Praha: Grada Publishing, 2014. ISBN 978-80-247-4103-1.

Expected date of thesis defence

2017/18 SS – FEM

The Bachelor Thesis Supervisor

Ing. Renata Aulová, Ph.D.

Supervising department

Department of Economics

Electronic approval: 5. 3. 2018

prof. Ing. Miroslav Svatoš, CSc.

Head of department

Electronic approval: 6. 3. 2018

Ing. Martin Pelikán, Ph.D.

Dean

Prague on 07. 03. 2018

Declaration

I declare, that I was working on my bachelor thesis “Business plan – fitness center” by myself under the guidance of my supervisor. I only used literature and other sources of information that are listed at the end of the document in the list of used sources. As an author of this thesis I further declare, that I did not infringe the copyrights of third parties in connection with its creation.

Prague, 14. 3. 2018

Acknowledgement

This way I would like to thank my supervisor, Ing. Renata Aulová, PhD., for valuable advices and cooperation.

Podnikatelský plán - fitness centrum

Abstrakt

Tato bakalářská práce popisuje proces založení fitness centra v okrese Chomutov v České republice a je rozdělena do dvou částí.

Teoretická část obsahuje obecný popis procesu založení podniku se zaměřením především na malé a střední podniky, ale také vysvětlení jednotlivých částí a klíčových pojmů podnikatelského plánu. V této části jsou také informace o struktuře a všech vlastnostech, které by měl mít podnikatelský plán. Dále teoretická část obsahuje informace o produktu a jeho marketingu, cenách a distribuci a také zmiňuje finanční a administrativní problematiku podnikání.

Později v teoretické části, jsou všechny poznatky z teoretické části aplikovány ve skutečném podnikatelském plánu, včetně jeho hodnocení. Druhá část, mimo jiné, obsahuje také marketingový a finanční plán a PESTEL a SWOT analýzy, díky kterým je zjištěno jaké faktory a jak mohou ovlivnit podnik v nejbližší budoucnosti a také možná rizika a příležitosti začínajícího podniku.

V závěru této práce je zhodnoceno vše výše zmíněné a obsahuje doporučení z každé kapitoly pro zrealizování daného projektu.

Klíčová slova: podnikatelský plán, finanční plán, fitness centrum, PESTEL analýza, SWOT analýza

Business plan – fitness center

Abstract

This bachelor thesis describes the process of starting up a fitness center in Chomutov region in the Czech Republic and is divided into two parts.

The theoretical part includes description of the process of starting up a business in general, focusing mainly on small businesses, as well as it explains individual parts and key terms of the business plan. In this part, the structure and all attributes of the business plan are described as well. Furthermore, the first part includes information about the product and its marketing, pricing and distribution and also mentions the problematic of financial and administrative part of business.

Later in the practical part, all the findings from the theoretical part are applied in an actual business plan, including its evaluation. Second part includes besides other things marketing and financial plan and PESTEL and SWOT analysis, thanks to which we find out what factors and how could affect business in the near future and also possible risks and opportunities of the starting business.

Conclusion at the end of the thesis evaluates all of the above and includes recommendations from each chapter for realization of a particular project

Keywords: business plan, financial plan, fitness center, PESTEL analysis, SWOT analysis

Table of content

I. Introduction	17
II. Objective and methodology	18
1 Objective	18
2 Methodology	18
III. Theoretical part.....	19
1 Basic business terms.....	19
1.1 Business	19
1.2 Enterprise.....	19
1.3 Businessman	20
2 Legal forms of enterprises.....	21
2.1 Enterprise of natural person.....	21
2.2 Enterprise of legal entities	21
3 Business plan.....	22
3.1 Structure.....	23
3.1.1 Title page	24
3.1.2 Table of contents.....	24
3.1.3 Introduction, purpose and position of the document	24
3.1.4 Executive summary.....	24
3.1.5 Description of a business and business opportunity	25
3.1.6 Sector analysis	27
3.1.7 Production plan / Commercial plan	28
3.1.8 Marketing strategy	28
3.1.9 Organizational plan.....	29
3.1.10 Financial plan.....	29
3.1.11 Annexes.....	30
IV. Practical part.....	31
1 Title page.....	31
2 Position of the document.....	31
3 Description of the business and business opportunity	31
3.1 Business opportunity	31
3.2 Offered services.....	32
3.3 Equipment.....	33
3.4 Location and size.....	33
3.5 SWOT analysis.....	34

4 Sector analysis.....	35
4.1 Segmentation	35
4.2 Concurrence analysis.....	36
4.3 PESTEL analysis	37
4.3.12 Political factors	37
4.3.13 Economical factors.....	37
4.3.14 Sociocultural factors	38
4.3.15 Technological factors.....	38
4.3.16 Environmental factors.....	38
4.3.17 Legal factors.....	38
5 Marketing strategy.....	38
5.1 Product Positioning	39
5.2 Marketing mix	40
6 Organizational plan	41
7 Financial plan	42
7.1 Prior to start-up costs.....	42
7.2 Operating costs	43
7.3 Operating revenues	43
7.4 Comparison of annual sales and costs	44
7.5 Expected cash flow	45
V. Conclusion.....	46
VI. References.....	47
Annexes	49

Table of Figures

Figure 1 Title page of the business plan	31
Figure 2 Product positioning map.....	39
Figure 3 Organizational structure	41
Figure 4 Attendance during the year.....	44

Table of Tables

Table 1 Graphical representation of a SWOT analysis.....	27
Table 2 Schedule of lessons.....	32
Table 3 SWOT analysis of GYM KDN.....	34
Table 4 Competitors in Kadaň	36
Table 5 Competitors with same service.....	37
Table 6 Prices.....	40
Table 7 Initial costs.....	42
Table 8 Monthly operating costs.....	43

Table 9 Monthly operation revenues	44
Table 10 Expected profit in 2019.....	45
Table 11 Cash flow estimates	45

I. Introduction

With increasing attention to healthy lifestyle, many people became interested in maintaining good physical condition and exercising. This bachelor thesis therefore deals with creating a sustainable business plan, which will be foundation for establishment of a fitness center.

Before starting any business, it is important to evaluate all opportunities and risks, which should be included in assembled business plan. Each business plan should therefore include not only business strategies, but also evaluation of all aspects done through several different analyses. Every business plan should include financial assumptions and outlook; thus the financial plan is an important part of the business.

To achieve the main objective – to create a credible business plan, the thesis is divided into two parts. In theoretical part the business area in general will be defined, providing information about running a business in Czech Republic and what a business plan should look like. Practical part then focuses on fulfillment of partial goal, which leads to creating a business plan for a particular fitness center, which will be located in Chomutov region in northwest Bohemia.

Even though Chomutov region offers several open-fitness centers, a gym with modern equipment and friendly customer approach is missing in this town and people have to chose between using fitness with free-weights or traveling to another town. GYM KDN would offer tabata style lessons, which will be supervised by a coach and will provide an entertaining and varied exercises for people of any age and physical fitness level.

II. Objective and methodology

1 Objective

The main goal of this bachelor thesis is to evaluate all the options and conditions for establishing a fitness center in Kadaň and to create a suitable business plan. In order to achieve this goal, it is necessary to fulfil the following partial goals through methodology described later:

- theoretically describe the structure and attributes of a business plan,
- describe the business and its target customers,
- analyze the sector and main competitors,
- come up with an effective marketing strategy,
- create a credible financial plan.

2 Methodology

The thesis has two parts.

In the first part, which will be purely theoretical, secondary data from professional literature will be gathered and analyzed, creating detailed description of a business plan and all of its features.

Later on in the second, practical part, will all gathered information be used in a practical example of a business plan. Several different analysis will be used. To analyze the sector and its competitors, SWOT and PESTEL analysis will be used. In the marketing part, market segmentation, product positioning and 4P analysis will be done to define suitable target customers and market strategy.

III. Theoretical part

1 Basic business terms

At the beginning, it is important to define basic business terms that will be used throughout the whole thesis. In order to make sure that all following information is clear, here are listed the three most important terms.

1.1 Business

The theory of business in general does not have a long history. Some people start a business without any theoretical preparation, but in fact, knowing the theory of business can be a key indicator of how successful of a businessperson one will become.

Although the definition of business differs according to the concept, in general it is seen as all the activities connected with producing, manufacturing, selling or similar, with a purpose of earning profit. (Vēṅugōpāl, 2006) As mentioned, there are different approaches to define business. Based on research and convention, three concepts of business are now used by many.

- Business as **a process or an activity**; the main idea of this approach is creating something new and giving the product a new added value.
- Business as **an approach or a method**; stating that business approach has several attributes, such as willingness to create an added value, voluntarily accepting responsibility and taking a risk or accepting positive results as the last of all stakeholders.
- Business **as a value orientation**; also called “the business spirit”, stands for certain structure of attitudes and values, that has individual and social meaning. (Srповá, Řehoř et al., 2010)

1.2 Enterprise

Any subject that is performing some kind of economic activity, no matter its legal form, can be called an enterprise. Enterprise is a base unit of national economy and is made of three components:

- tangible elements (such as movable and immovable property),

- personal elements (meaning all employees and employers),
- intangible elements (including licenses, patents, know-how or a business name).
(Vochozka, Mulač et al., 2012)

1.3 Businessman

Similar to business, businessman as a term can be viewed differently by different branches. The definition of the term itself is different from the view of economists, businessmen, politicians, or psychologists. The definition also differs in legal records of the Czech Republic.

According to the New Civil Code, businessman is someone who carries out on his own account and responsibility a gainful activity in commercial or similar way with an intention of doing so consistently and for the purpose of gaining profit. (Nový občanský zákoník 89/2012 Sb., 2017)

In the Law of Commercial Corporations, businessman is defined as:

- a person who is registered in a Commercial Register,
- a person who is doing business on the basis of a trade license,
- a person who is doing business on the basis of license other than trade license according to special regulation,
- a person who is operating an agricultural production and is enrolled in the evidence according to special regulation. (Srpová, Řehoř et al., 2010)

Therefore, according to the New Commercial Code, businessman can be an individual or a legal entity as well, including a public company, a cooperative, a limited liability company, or a joint-stock company. (Srpová, Řehoř et al., 2010)

The meaning of this term does not only differs depending on the point of view, but has been changing during past centuries and decades in general. The term businessman was firstly used in the Middle Ages and ever since then, theorist have been coming up with definitions and new terms in this branch. In summary, all of the above, we can generally state, that a businessman is the main proponent in business and bearer of the entrepreneurship. (Srpová, Řehoř et al., 2010)

Businessman vs. Entrepreneur

The term entrepreneur was firstly used in the 18th century (Srpová, Řehoř et al., 2010) and it can be hard for some people to tell the difference. However, most studies are not

interested in defining who an entrepreneur is. *“They rely instead on a stereotype, the of the swashbuckling business adventurer.”* (Casson, 1982) Generally speaking, an entrepreneur is viewed as someone with a unique idea, taking bigger risk in business and being motivated by self-accomplishment. On the other hand, businessman is running business with a vision of profit and chooses an already established and relatively safe market. (Aman Shah, 2008)

2 Legal forms of enterprises

Now, that the main terms are defined, all the legal forms of businesses that one can choose from when starting business in the Czech Republic, will be mentioned. It is important to choose the most suitable form at the very beginning. (Veber, Srpová et al., 2012) Chosen legal form determines the relationship of the enterprise with its environment and, above of all, access to capital. (Synek and Kislingerová, 2010) The legal form can be changed later on; however, this change comes with unnecessary expenses and time-consuming paperwork. (Veber, Srpová et al., 2012) This chapter is focused on legal forms of small and medium enterprises.

The legislation of business regulation is coming mainly from the Charter of Fundamental Rights and Freedoms, where is stated, that every citizen of the Czech Republic has a right to do business or operate a different economic activity. The legislation of business activity itself is given by the Commercial Code, the Trade Licensing Act and other, further specifying laws. (Veber, Srpová et al., 2012)

According to the New Commercial Code, there are two main legal forms of enterprise; enterprise of natural person and enterprise of legal entities.

2.1 Enterprise of natural person

Most common term connected with the enterprise of natural person is a self-employed person (shortcut OSVČ in Czech). OSVČ is a person, who has a profit from a business activity or another self-employment activity. Any natural person who wants to start a business on his own is required to have a trade license or other authorization to operate a business. In the Czech Republic, trades are divided into reporting and licensed trades.

2.2 Enterprise of legal entities

Starting business as a legal entity comes with more administration requirements at the beginning and also, in some cases, it is necessary to put down a basic capital. All types of

legal entities need to be registered in the Commercial Register. The Commercial Code distinguishes three types of legal entities.

Personal company is usually expecting personal participation of the entrepreneur in the management of the company. Among personal companies belong Public commercial companies (shortcut v. o. s. in Czech) and Limited partnership (shortcut k. s. in Czech).

The founders of a **Capital company** are only required to make a deposit at the beginning. Later on, they have limited or no liability for the liabilities of the company. There are two types of capital companies; Limited Liability company (shortcut s.r.o. in Czech) and Joint Stock company (shortcut a.s. in Czech).

Cooperation is the last type of legal entities and is the least used one. The main aim of cooperatives is usually not great profit, but more of a mutual support of members. (Veber, Srpová et al., 2012)

3 Business plan

A business plan is a written document by the businessman, where all important internal and external factors are described. (Srpová, Řehoř et al, 2010) In general, it should give answers to the questions: what is the current situation, what is the goal and how to get there. (Kovář and Hrazdilová, 2016)

Purpose

The first question that comes up when writing a business plan is why it is necessary and who is it for. There are three main benefits that a business plan brings. (Pinson, 2008)

Primarily it is usually used for internal purpose, helping businessmen to plan ahead, mainly before starting the business or when facing a new challenge or change. (Srpová, Řehoř et al., 2010) Later, it becomes a guide that will help to run the business throughout its lifetime. (Pinson, 2008)

The second purpose of a business plan is to prove to external subjects the abilities of the business (Srpová, Řehoř et al., 2010). Especially when trying to get financial support, it is important to prove with the business plan the capability of maintaining cash flow and how the loan or investment will increase profits. For this purpose, the business plan should include a lot of details, such as estimates, rate sheets, industry norms, etc. (Pinson, 2008)

The last purpose only brings benefit when it comes to doing business internationally. The business plan will then help to evaluate the potential a business has in a foreign market. (Pinson, 2008)

Writing principles

When it comes to the actual writing of the business plan, there are some principles that should be followed. Although some parts of the business plan require a professional knowledge or insight, it is important, that the plan (or at least most of it) is written by the businessman himself. (Finch, 2016)

According to Kovář and Hrazdilová (2016) a business plan should have five features: intelligible, brief, logical, truthful and supported by numbers whenever it's possible. Srpová, Řehoř and collective (2010) add two other features; a business plan should be innovative, and respect possible risks.

Kovář and Hrazdilová (2016) also mention a few principles that should be followed in order for the business to be successful: orientate the plan towards the market, demonstrate the product viability, keep credibility and relevance of assumptions, and work with the risks.

3.1 Structure

The content and structure of a business plan is not strictly given and differs according to the purpose of the plan. (Šiman and Petera, 2010) For example, a business plan with the purpose to guide internal management will not include a lot of details about financing and will focus on general plan of actions. On the contrary, a business plan written for possible investors will include all detailed information and features such as an executive summary, a financial plan, or a cover letter. (De Thomas and Derammelaere, 2008)

Every literature source states a different structure of a business plan, the only points they usually have in common are the executive summary, internal and external analysis, description of the product and business opportunity, and a financial plan. (Šiman and Petera 2010, Kovář and Hrazdilová 2016, Srpová et al., 2011, Srpová, Řehoř et al., 2010) According to Hisrich and Peters (1996), the structure could be as following:

- Title page
- Executive summary
- Business description
- Sector analysis

- Production plan
- Marketing strategy
- Organizational plan
- Risk evaluation
- Financial plan
- Annexes.

3.1.1 Title page

Title page should include name and logo of the company, title of the business plan, date of establishment, and name of the author, as well as other key persons and founders. Further, it can include a statement that all information included in the document is confidential and subject to a business secret. (Srpová et al., 2011)

3.1.2 Table of contents

Table of contents is an important feature of a business plan, and although it can seem obvious to include table of contents, it can be easily forgotten. Table of content should be brief and clear, meaning no longer than page or page and a half, and should assist the reader when trying to find certain information. (Srpová et al., 2011)

3.1.3 Introduction, purpose and position of the document

Some literature recommends including this section as well. The introduction should clearly state the purpose of the document to the reader. It can be also stated in this part what version (1.1, 1.2, ...) of document it is, and what will eventually be improved and delivered in the following one, and if this plan is a full or abridged version. (Srpová et al., 2011)

3.1.4 Executive summary

Introduction is followed by executive summary, which is written after finishing the whole business plan and should be 3 to 4 pages long. The main purpose of the summary is to stimulate interest of the reader, especially of potential investors, so they can decide if they will read the whole business plan based on the executive summary. Therefore, it can be crucial to mention all key points of the whole plan and to also highlight the entrepreneur's optimism. (Hisrich and Peters, 1996)

3.1.5 Description of a business and business opportunity

The first part after the summary exists is there to inform about the business opportunity and business itself. The following things should be described:

The business opportunity

It can be a market gap, a newly invented technical principle, or something similar. Reasons why right now is the best time to start the business, and why this business has the potential to be successful can be included. (Srpková et al., 2011)

The product or service

In this part, whether the business will produce a product, offer some kind of service or both, should all of its features be described all of its features. When describing a product, it is necessary to say whether it is an innovative product, or if something similar is already offered on the market. It is also good to list complementary services, such as repair, maintenance, installation, training, or service support. When describing a service, it needs to be said what kind of service it is, under what conditions, and what equipment will be involved. While writing this part, it is important to keep in mind that not all readers will be knowledgeable in the field of business, therefore, use of technical terms should be moderated. (Srpková et al., 2011)

Competitive advantage

This is something that makes the product better than others on the market. There are three types of competitive advantages:

- overall cost leadership, where product is offered at a lower price than at competitor,
- differentiation, where is offered a difference in the product or service that is valued by customers,
- or focus (specialization, niche); which is based on a choice of narrow competitive scope within industry.

All three types have their positives and possible pitfalls; therefore, it is important to select the most suitable one or their combination. (Dess, Lumpkin and Eisner, 2010)

Location and size of a business

Location can have a major impact on the success of business, especially for a retail or a service providing. Things that should be tended to while when evaluating a place or a building are parking accessibility, main communication feasibility, location of competitors, and the overall acknowledgement from the customers' and suppliers' point of view. Other than the location itself, there are other questions to keep in mind:

- How much space is needed?
- Is it better to buy or rent the premises?
- Are there any regulations regarding advertising banners or similar?
- Is reconstruction necessary?
- Does the place have space for possible further expansion?

Founder and potential personnel

In this part should be mentioned why the founder is starting this business, if he has any business education or managerial experiences, and also information about his education, former career, and special abilities or interests. In addition to this, it should be stated if and how many people will be needed to employ and what skills they need to have. (Hisrich and Peters, 1996)

SWOT analysis

When describing a business, the SWOT analysis should not be forgotten. It is claimed to be the most widely used way to analyze a business. (Sarsby, 2016) The analysis describes strengths, weaknesses, opportunities and threats of the business, and therefore is used in the description part of a business plan. Strengths and weaknesses are internal factors, while on the other hand opportunities and threats refer to the environment of the business and are therefore external factors.

Among the many advantages this analysis has belongs simplicity, which makes it easy to understand, possible to be applied to many levels in a company, and useful in different depths. (Sarsby, 2016)

The biggest disadvantage of this analysis lays in poorly selected data, which can be biased, have poor quality, or fall victim to “not separating the analysis elements of data collection, its evaluation, and the consequent decision-making” (Sarsby, 2016).

Table 1 Graphical representation of a SWOT analysis

	helpful	harmful
internal	STRENGTHS	WEAKNESSES
external	OPPORTUNITIES	THREATS

Source: own creation

3.1.6 Sector analysis

After describing the aforementioned business itself, next, information about its surroundings will be disclosed. Two things need to be considered; segmentation and analysis of concurrence. (Hisrich and Peters, 1996)

Segmentation

Segmentation is a process used to break down the market into groups of consumers with different response to firm's marketing program. Segments can be created on several bases; demographics, socioeconomic variables, behavior, or lifestyle, and each of the segments should be identifiable, sizeable, stable, accessible, actionable, and responsive.

Most of newly established businesses are able to compete effectively only in one or a few market segments. After doing segmentation, it is crucial to check whether the offer matches the demand of the selected target group. (Hisrich and Peters, 1996)

Concurrence analysis

Another part of sector analysis is focused on main competitors and sector development. Knowing firm's competitors and their advantages and disadvantages can help to strengthen one's position on the market. Among main competitors belongs the biggest firms on the market, but also businesses that focus on the same segments. It is important to analyze the overall development of the segment, including the historic development and future predictions. (Hisrich and Peters, 1996, Srpová et al., 2011)

PESTEL analysis

When evaluating external factors, that might influence the success of the business, PESTEL analysis is a useful tool. The original PEST analysis was concerned with political, economical, sociocultural, and technological factors. Later on, two more letters were added, standing for environmental and legal factors. (Del Marmol and Feys, 2015) Rarely, another E is added, for ethic factors. In that case, the analysis is called STEEPLE. (Sloman, 2008)

3.1.7 Production plan / Commercial plan

In the case that the enterprise is manufacturing a product, it is necessary to describe the whole process of production. The plan should include information about suppliers, cost of production, equipment that will be needed, and whether or not the whole process will be done by the entrepreneur.

In the case that the enterprise is offering services, this part is called commercial plan and its purpose is to inform about purchase of goods and inventory system. (Hisrich and Peters, 1996)

3.1.8 Marketing strategy

This part is in a certain way connected to sector analysis described earlier. Marketing strategy addresses three types of decisions:

- selection of a target market,
- product placement in the market,
- marketing mix decision. (Srpová et al., 2011)

Segmentation

The process of segmentation was already described in chapter 3.1.6 Sector analysis.

Product Positioning

As the second purpose of marketing strategy, the product is given a position among other competitors. (Srpová et al., 2011) Tyagi and Kuman (2004) claim, that product positioning is, rather than about the product itself, placing the product in the mind of the prospect, to create best possible perception of the product, or services.

Marketing mix

Marketing mix considers both of previous points, and is made by several tools combined together. The best known marketing mix is the 4P, made of product, price, place, promotion. This mix is sometimes modified into 7P, where politics, public opinion and people are added. (Srpová et al., 2011)

According to Milano (2015), product is defined as an offer that meets a need in the market, whether it is a physical product or service. Therefore, product policy refers to characteristics of the product, such as size, quality, design, packaging, or the product range.

The second P stands for price. Price is the amount of money necessary to purchase the good. Pricing policy then deals with fixed price, discounts, take-back conditions, payment terms or credit conditions. All of these concepts may differ depending on the life cycle of the product.

The P of “place” corresponds to distribution policy. This involves locations, availability, channels and network of distribution, and logistics. It is important to establish distribution network and choose sales outlets

Communication policy it then connected to promotion. Topics covered in promotion are mainly advertising, direct marketing, public relations or sponsorships.

3.1.9 Organizational plan

This part will inform about the form of ownership of the business – personal ownership, partnership, or trading company. More information about the main officers of the business should be provided, as well as the organizational scheme, which shows the relationships between subordinates and supervisors. (Hisrich and Peters, 1996) Through the creation of appropriate linkages between individual workers and the delegation of authority to responsible persons, there is a more efficient use of, not only human, but also enterprise resources. (Skálová, 2005)

3.1.10 Financial plan

Last, but not least, the financial part. This part should include information about all necessary investments as well as the information about the chance of survival of the business. Three topics should be addressed; forecast of income and expenditures in first three years, cash flow in the following three years, and a balance sheet estimate to a certain date. (Hisrich and Peters, 1996)

According to Srpová et al. (2011), it is important to distinguish profit and cash flow, revenues and income, cost and expenses. Furthermore, a financial plan should include elements such as break even point, payback period, or liquidity indicator.

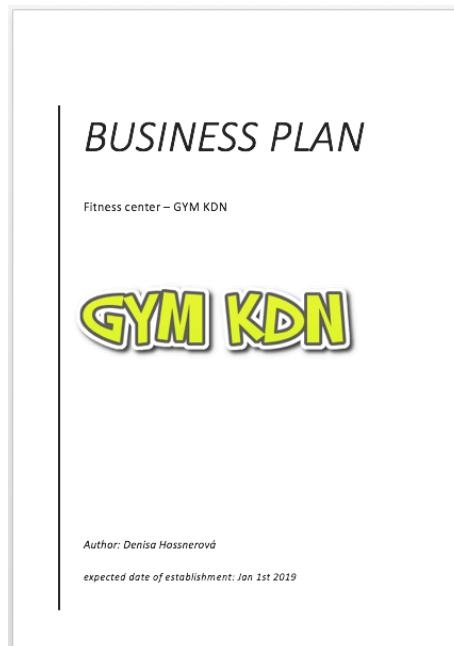
3.1.11 Annexes

At the very end of the business plan should be included all other relevant documents, that do not belong to any category above, for example correspondence, contracts, price lists of competitors, etc.

IV. Practical part

1 Title page

Figure 1 Title page of the business plan



Source: own creation

2 Position of the document

This first version of a business plan for the fitness center is addressed mainly to the founder and investors. Other than describing the business itself, the document also informs about necessary investment and future revenues that this business opportunity brings. The business plan, later, helps to decide whether to start the actual business or not.

3 Description of the business and business opportunity

3.1 Business opportunity

Having a healthy lifestyle is becoming important for a lot of people, which, of course, includes sports. Guided circuit trainings are a great way to do exercise for advanced athletes, but also for beginners.

Kadaň is a town in Chomutov region with population nearly 18 000. The town government is trying to bring people closer to sports, by building new cycle paths, hiking trail, and public sport grounds. Therefore, people are generally active in this town and are

looking for opportunities regarding how to stay fit and healthy. A gym, that would offer modern and entertaining workout lessons, and would be open for people of any fitness level is something that is missing in this town.

3.2 Offered services

GYM KDN will start at 12 lessons per week, each will take place with minimum of 6 participants. The lessons will be divided into 3 levels – beginners, normal and hard. The schedule is displayed below in Table 2. The schedule can differ according to public holidays and demand.

Table 2 Schedule of lessons

	9:00-10:00		16:30-17:30	17:45 – 18:45
Monday			normal	beginners
Tuesday			normal	hard
Wednesday			beginners	normal
Thursday			hard	normal
Friday			normal	beginners
Saturday	normal			
Sunday			normal	hard

Source: own creation

The clients can also ask for a personal lesson. The time, content and price of the lesson will be adjusted specifically to the client to provide the best service possible.

The training lesson itself will have 60 minutes. At the beginning the coach will guide through 10-minute cardio warm up followed by 10-minute stretching. Main activity will be a circuit training with eight exercises. Individuals or couples will go through each exercise in each round following tabata style workout; 20 seconds exercising and 10 seconds break repeated 8 times in one round. After each round there will be a 1-minute break. After the workout, there will be 5 minutes left for an after-workout stretching.

The exercises in the circuit training will be adjusted to the type of lesson and will also include different types of equipment – beginners will be less competent and familiar with the use of equipment than regular or advanced athletes.

The coach will be present at all times. He will guide through warm up and stretching, then properly explain every exercise that will be in the training. During the lesson he/she will control if clients are performing all exercises properly and will help them if needed. The coach should create a positive environment and try to connect with his clients more, so they feel welcome and “at a safe place”. The behavior of the coach is most important when it comes to the impression a client will have and if he will decide to come back or not.

Outside of training services, clients will have a chance to purchase drinks (water, ion drinks), supplements (protein shakes, pre workout drinks, BCAA), or snacks (protein bars) at the bar. The gym will also offer t-shirts and sweatshirts with the gym logo, that will be made by SWEEP company.

3.3 Equipment

The equipment, that will be needed during the lessons can be divided into two categories – portable and built-in.

Built-in equipment should include 2 bars for pull ups, one or two attached battle ropes and an extra bar for TRX systems. If technical condition of the premises will allow it, a built-in squat rack would be built.

Portable equipment will be stored in gym in open storage spaces. Exercising tools, such as jump ropes, kettlebells, mats, dumbbells and other will be necessary. You can find the complete list of needed tools, including the counts, in annex n. 1.

3.4 Location and size

The gym will need a location with an area of at least 200 m², to be used as follows. For the entrance, bar, and separate locker rooms with showers will be needed approximately 50 m². 150 m² will then be used as an actual training space with build in equipment as described above. The training area can be one large room, or two smaller, separate rooms.

The location should have an available parking for at least 5 cars nearby to improve access to for the clients.

One of the considered locations is right on the main city square where are many parking possibilities around, with total area of 285 m², and excellent accessibility. However, other options are still being considered.

3.5 SWOT analysis

In the following table, we can see graphically illustrated external and internal description, which is later broken down and further described.

Table 3 SWOT analysis of GYM KDN

	helpful	harmful
internal	<ul style="list-style-type: none"> • new facility • certificated coaches • offering popular type of workout • different levels of lessons 	<ul style="list-style-type: none"> • little experiences with fitness management • run mainly through Facebook • opened only at certain time • only one type of activity offered
external	<ul style="list-style-type: none"> • no competition in town • possibility to expand offered services 	<ul style="list-style-type: none"> • possible economic slowdown after short period of time • possible lack of finances • competitors in nearby towns

Source: own creation

As we look at the table above, one of our biggest strengths is being a new facility. This means, that we will have new, modern equipment and a nice-looking environment, but more importantly, people will want to try new services and we should use this strength as much as possible, especially at the beginning. Also, as will mentioned later, all coaches will be required to have at least an instructor training, to keep the professional level of our lessons high. Functional circuit trainings are becoming very popular, because they target all body parts while combining static and cardio exercises.

We are also aware of the weaknesses GYM KDN will have. The first of them will definitely be lack of knowledge and experience with running such a business. Second, our business will be, at the beginning, only able to offer only one type of lessons (tabata style circuit training) and only at certain times. Some people might not have time or would like to attend different lessons. Also, as will be described in marketing part, the main source of communication with clients will be through Facebook, and not all people are familiar or like the social network.

From the external point of view, there are opportunities we would like to use to our advantage. There is no competition in Kadaň in this style of gym and a huge opportunity for

further development. If the gym runs well, more coaches can be hired, offer of lessons can expand – to more lessons and also different types (jumping, fitbox etc.).

Last part of the SWOT analysis are threads, which need to be avoided. Here belongs risk of economic slowdown after initial time period, possible lack of finances and competition in nearby towns. The main competitors of GYM KDN are described in detail in chapter 6 – Sector analysis.

4 Sector analysis

As said before, fitness as a lifestyle is becoming more and more popular, which caused a growth in the number of fitness centers. However, most of them are classic fitness centers with isolated machines designed for static movement. GYM KDN wants to focus more on active movement, bringing people together, and use training as social activity to create a community.

4.1 Segmentation

Our target segment will be created based on following criteria; age, place of residence, and lifestyle.

First criterion is age. Even though one of our main ideas is that GYM KDN is gym for everyone, we will not be targeting the whole population by age. Our trainings will be allowed to people that are at least 15 years old, mainly because of security. Younger children are still in physical development and generally need different type of training. Nevertheless, our main target customers will be 20-40 years old.

The second criterion is place of residence. Here, naturally, we want to address people living in Kadaň, but also people living in smaller towns that are nearby, for example Hradec, Rokle, Pokutice, or Úhošťany.

The last criterion is lifestyle. Here we will be focusing on people that are willing to be active, that want to get stronger or loose weight, or just live a healthy life.

To sum up our segmentation process, we need to determine our buyer persona. We can imagine a man, 30 years old, living in Kadaň, that likes sport and wants to improve his physical condition.

4.2 Concurrence analysis

It is necessary to mention two types of competitors; competitors with the same target group and biggest local competitors.

From the local point of view, we should mention fitness centers that are located in Kadaň, even when they have different target groups. In table n. 4, we can see them with description and simple evaluation of their advantages and disadvantages.

Table 4 Competitors in Kadaň

Name	Description	Advantage	Disadvantage
Red Ladies Gym	fitness center for woman, personal trainings	new, personal attitude from owner	only for women
Fitness Sport Club Kadaň	fitness with machines for weights training	base of customers, opened for many years - tradition	very old equipment and old-style spaces
Fitko Zeleňák	Fitness with machines, lessons: fitbox, spinning, bosu, body forming, jumping, circuit training	Most known fitness in town, opened for many years - tradition, wide range of classes	Decreasing quality, equipment is aging, low attendance of lessons (circuit training)

Source: Red Ladies Gym – Kateřina Měřínská [online]. Available from: https://www.facebook.com/Red-Ladies-Gym-Kate%C5%99ina-M%C4%9B%C5%99%C3%ADnsk%C3%A1-287283591742130/?ref=br_rs. Fitness Posilovna [online]. Available from: <https://www.fitnessposilovna.cz/kadan/fitness-sport-klub-kadan/>. Fitko Zeleňák [online]. Available from <http://www.fitkozelenak.cz/index.php>

Second group of competitors are competitors offering same service as GYM KDN, circuit trainings, and have similar target group. Like above, the biggest ones are listed in a table below.

Table 5 Competitors with same service

Name	Description	Advantage	Disadvantage
Blackhole Gym	Sport club focused on circuit training lectures, also offering jumping and fitbox classes in Klášterec nad Ohří	Relatively new (2 years), base of customers, constant development and improvement	Smaller town, ??
Pepe Lopez Gym	Newly opened gym in Chomutov, mainly as regular fitness center, 3 tabata classes/week	Brand new fitness, modern equipment, brand recognition	Blackhole gym's coach – people will follow him if he leaves, very few lessons
RT Sport Jirkov	Modern fitness in Jirkov, offer of regular fitness and multiple classes	Combination of regular fitness and high variety of classes	Only a small hall for lessons

Source: *Pepe Lopez Gym [online]. Available from: www.pepelopezgym.cz, Blackhole Gym [online]. Available from: <https://www.facebook.com/profile.php?id=100011391303325>. RT Sport Jirkov [online]. Available from: www.rtsport.cz.*

From the tables above, we can summarize, that our biggest competitor is Blackhole Gym Sport Club in Klášterec nad Ohří. Klášterec is nearly 10km away from Kadaň – some people are willing to travel that distance, yet there are people that are not.

4.3 PESTEL analysis

PESTEL analysis is showing political, economical, sociocultural, technological, environmental and legal factors of the area, where the business is, or will be, situated.

4.3.12 Political factors

Due to political situation and development in past months and years, the only important factor is introducing an obligation of electronic revenue record, that is planned for all businesses. Some businesses already the obligation, some (including fitness services) are in the “third wave”, and still don't know when they will have to start using ERR.

4.3.13 Economical factors

The most important factors which will influence GYM KDN is rate of economic growth and inflation rate. Economic growth is increasing is past months and years, which

leads to increase of wages and raise of standards of living. People have chance to spend more money, especially of wasteful goods and personal services, possibly sport services.

4.3.14 Sociocultural factors

Among sociocultural factors that are relevant, we should definitely count demographics of Kadaň and general lifestyle of today's society.

Nearly 18 000 people are currently living in Kadaň, according to data from 2017. Roughly 5 000 of them are between 20 to 40 years old, which is our main target group, and the average age is 40,0 years. Unemployment rate is in this are of Czech Republic generally higher than national average, yet it has decreasing tendency comparing to previous years.

In recent years people tend to care about their health more. It can have various causes, one of them is rising pace of life and greater work expectations which is energy demanding, resulting in greater attention to health and condition improvement.

4.3.15 Technological factors

In terms of fitness equipment technology, basic principles did not change in the past years. Principles of exercises are the same, only design and material adjustments are made.

In terms of information technologies, it is important to have organized and user-friendly web sites and promotion on social networks.

4.3.16 Environmental factors

The only concern of a fitness center from the environmental point of view could be in electricity consumption. However, as far as known, there are no regulation in this area.

4.3.17 Legal factors

Fitness center, which will be founded as limited liability company, needs to acquire a trade license itself; trade license of the founders is not competent in this case. All trainers are required to have a corresponding fitness qualification. In addition, an operator of the fitness center needs to keep in mind insurance, safety, and hygienic policies.

5 Marketing strategy

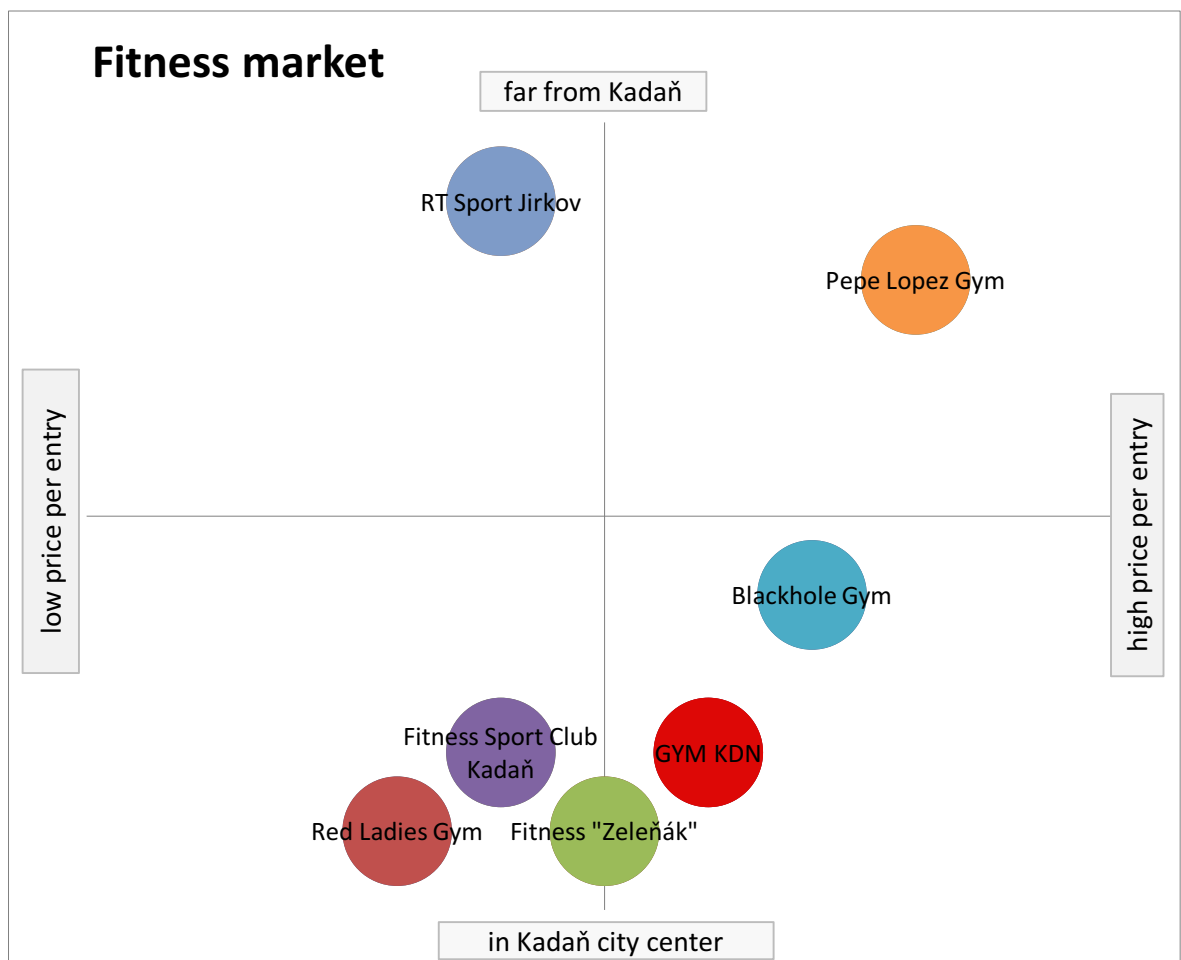
Marketing strategy is one of the most important thing. It helps to penetrate the market, to achieve set goals and to become aware of customers.

5.1 Product Positioning

Based on location and price, we can position our business on positioning map among other competitors on the market. As we can see, the cheapest (entry for 50 CZK) and also located in the city center of Kadaň is Red Ladies Gym; their only and biggest disadvantage is being open for girls and ladies only. On the other side, we can see that Pepe Lopez Gym is offering classes/fitness entry for 100 CZK, yet their marketing and modern equipment is bringing them more than enough customers.

The goal is to position GYM KDN as maybe more expensive, but accessible for Kadaň citizens. The gym will offer modern equipment and high quality lectures.

Figure 2 Product positioning map



source: own creation

5.2 Marketing mix

Product

Product, respectively service in this case, is described in detail in chapter 4.2 Offered services.

Price

KDN GYM will have a set price for one-time entry to the lesson, but will also offer many discount, for example for students or extra free entry when buying multiple-time entry. List of options can be found in table below.

Table 6 Prices

Type of admission	Price
One-time entry	80 CZK
10 entries + 1 free entry	800 CZK
Student 10 entries	700 CZK

Source: own creation

Place

In this case, place of selling the service is very simple – our gym. There will be no chance to buy entries online or thru any other distributor.

Promotion

Promotion will be one of the most important things, especially at the beginning. Main goal is to bring GYM KDN into awareness of customers, which will be done thru several channels.

The most important one, as mentioned before several times, will be Facebook. We will have a Facebook group, where we will in the first place inform about the schedule and prices, then we will use the group to post a post for every upcoming lecture, under which people will sign up in the comments. We chose Facebook because majority of people are part of this social network and know how to use it. It is also very useful when sharing important news quickly.

Another, less important social network, which we will use is Instagram. Instagram is becoming very popular in past couple years and is becoming more suitable for marketing.

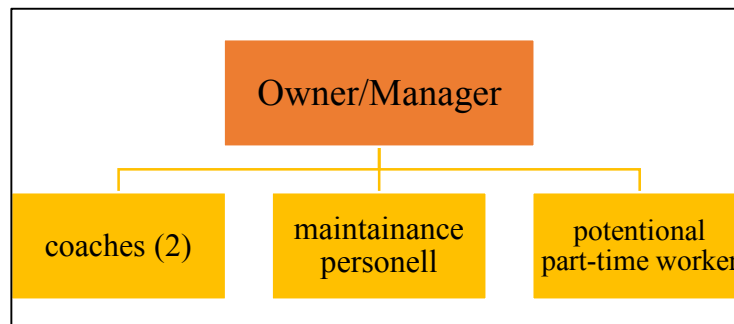
Instagram will be used for sharing pictures from lectures to inform how our lessons look like through posts, instastories and live streams.

Very important will be also our website. It will come out first on google search and will provide general information about the gym, time table and prices. We will not update our website as often as our social networks, but we will make sure it will be always up-to-date.

6 Organizational plan

GYM KDN will not need many employees, when offering only 13 hours of training in the beginning. There needs to be only one person present at each lesson – the coach, who will also manage everything necessary before and after each lesson. We can see organizational structure with number of employees on the graph below.

Figure 3 Organizational structure



Source: own creation

Founder and owner, will be also the manager of the whole business. His employees will be 2 coaches and one maintenance worker. Prospectively in the future, when GYM KDN will extends the range of services, another worker will be employed part-time.

Coaches and maintenance worker will have an agreement on performance of work (shortcut DPP in Czech system). The manager will have a regular employment contract.

7 Financial plan

In financial part of the business plan, there is information about prior to start-up costs, operating costs, operating revenues, and overall appreciation with an outlook for three years.

7.1 Prior to start-up costs

Initial costs include administrative costs for company formation, enrollment to the Commercial Register and other associated costs. Those will be approximately 25.000 CZK.

Largest expenditure will be the cost of reconstruction and adaptation of the premises. This will include a new special floor in the training area, purchase and installation of fixed equipment, equipment and adjustments of the bar and locker rooms, painting work and purchase of decorations. Total reconstruction costs are expected to be 500.000 CZK.

Another item, that will need to be covered, is promotion cost. Since our main channel (social networks) are free of use, we will only have to pay for creation of websites. This will be no more than 4.000 CZK. In case of need of an extra promotion, we will use add system on Facebook and Instagram, into which we will invest 1.000 CZK.

Second largest expenditure will be cost of portable equipment used for trainings. The aforementioned list of equipment including quantity and prices can be found in annex n. 1 of this business plan.

In case of hiring a coach without any trainer's certificate, it will be necessary to cover the costs of such a course. This course costs 9.500 CZK.

Table 7 Initial costs

Initial cost	Amount
Administrative costs	25.000 CZK
Cost of reconstruction	500.000 CZK
Promotion	5.000 CZK
Portable equipment	46.572 CZK
Training course	9.500 CZK
Total	586.072 CZK

Source: own creation

7.2 Operating costs

Among operating cost belong expenditures, that will be paid repeatedly and regularly, for example wages, insurance, purchase of offered good and purchase of necessary overheads.

Wages will be paid monthly to each employee according to work done. Maintenance worker is expected to work on average 1 hour per day with an hourly payment of 100 CZK, which would be approximately 3.000 CZK per month. The coaches will split the lessons; each will be paid 200 CZK per lesson. With 13 lessons per week, the total amount needed to be paid to the coaches will be approximately 11.000 CZK per month.

Offered goods, which will be sold at the bar, will be primarily sport supplements, such as BCAA, protein drinks, ion drinks, and others. We expect to invest 4.000 CZK into these supplements.

Biggest operating cost will be the overheads – rent, utilities, insurance, consumables, internet fees etc. We can not specify the exact amount yet, but we estimate the rent and utilities to be around 40.000 CZK per month, according to average rent of similar premises in same area. Insurance, internet, waste fee and other will be altogether 4.000 per month.

Table 8 Monthly operating costs

Operating cost	Amount per month
Wages	14.000 CZK
Purchase of supplements	4.000 CZK
Rent and utilities	40.000 CZK
Internet	500 CZK
Waste fee	200 CZK
Insurance	1.000 CZK
Others	2.3000 CZK
Total	62.000 CZK

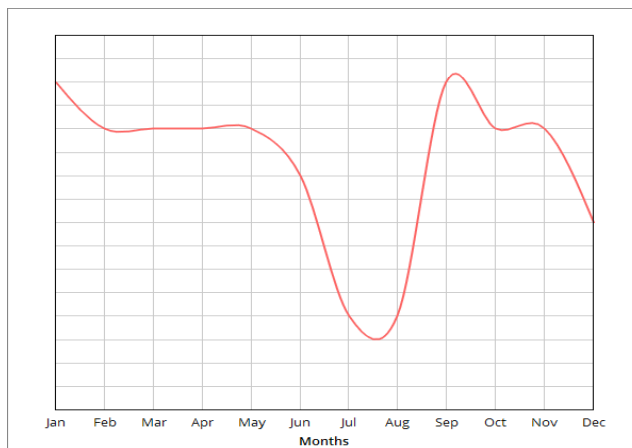
Source: own creation

7.3 Operating revenues

Operating revenues will be highly dependent on attendance and occupancy of lessons; people will visit during specific months more than in others. Weak and strong

months are determined base on observation and experience of competitors. Data are indicated in Figure 4.

Figure 4 Attendance during the year



Source: own creation

During strong month we expect monthly revenue from lectures around 95.000 CZK, during average months around 64.000 CZK, and during weak months around 32.000 CZK. From these estimates we can assume average revenue from classes 64.000 CZK.

Revenues from selling sport supplements are expected to be 10.000 CZK.

Table 9 Monthly operation revenues

Operating revenues	Amount per month
Revenue from admission	64.000 CZK
Revenue from selling sport supplements	10.000 CZK
Total	74.000 CZK

Source: own creation

7.4 Comparison of annual sales and costs

In table n. 10 there is comparison of revenues and costs in the first year. As we can see, the first year will not be profitable, as we expected.

Table 10 Expected profit in 2019

Initial investment	586.072 CZK
Revenues in 2019	888.000 CZK
Costs in 2019	744.000 CZK
Profit in 2019	-442.072 CZK

Source: table 7, 8 and 9

7.5 Expected cash flow

We created estimate for next 5 years. We are expecting increase of revenues of 2,5% and increase of cost of 2%. Initial state of cash is a sum of funds obtained by credit and equity after the initial investment.

Table 11 Cash flow estimates

	2019	2020	2021	2022	2023
Initial state of cash	50.000 CZK	194.000 CZK	345.320 CZK	504.218 CZK	670.958 CZK
Revenues	888.000 CZK	910.200 CZK	932.955 CZK	956.278 CZK	980.185 CZK
Costs	744.000 CZK	758.880 CZK	774.057 CZK	789.538 CZK	805.328 CZK
Final state of cash	194.000 CZK	345.320 CZK	504.218 CZK	670.958 CZK	845.815 CZK

Source: Own creation, table 10

From Table 11 it is clear, that after payment of the initial costs which will be financed from owner's personal resources, we will be left with initial state of cash of 50.000 CZK. The first year revenues, taken from Table 9 and multiplied by 12, will be 888.000 CZK. Cost, similarly taken from Table 8 and multiplied by 12, will be 744.000 CZK. From that we can calculate the final state of cash after the year 2019. When considering, the initial investment was 586.072 CZK, we can calculate, that this payment will be returned completely at the beginning of year 2021. After that, the business will start creating an actual profit.

V. Conclusion

The objective of this bachelor thesis was to theoretically described and create a business plan for a new fitness center in Kadaň. As indicated, the thesis has two parts; theoretical and practical.

Theoretical part was based solely on the secondary use of literature resources and describes general terms, the process of starting a business with all connected possibilities. Later in the theoretical part, the structure of a business plan is described, where every part of a business plan is explained in details.

In practical part, a business plan is created based on the findings from the first part. At the beginning, the principle of GYM KDN is described, together with services that will be offered, location and needed equipment. Offered product in this case is service providing fitness lectures and sales of fitness supplements. Description of the gym ends with SWOT analysis, which analyze basic internal and external factors influencing the gym in positive or negative way.

Business plan then continues with sector analysis, where several processes were made; segmentation, analysis of the concurrence and PESTEL analysis. The target group was set as people 20 to 40 years old, from Kadaň or nearby towns, interested in sports. As the biggest competitors were identified Blackhole Gym, and Fitko Zeleňák. Their biggest advantages and disadvantages are listed as well as other potential competitors. PESTEL analysis then lists majority of external factors, that will have an influence on the business.

After sector analysis, the marketing strategy was set through product positioning and marketing mix of 4P. Positioning map was created to show the position among other competitors. Social networks, primarily facebook, will have a significant role in communication with customers and offering services.

Business plan also includes organizational plan, with structure of employees, and financial plan. Financial part includes necessary initial and operating costs and operating revenues. Cash flow outlook for next 5 years is also included in the financial plan.

The plan is feasible, nevertheless certain risks need to considered, such as possible bad financial decisions, emergence of new competition, or less attendance than expected. When evaluating the financial part, it is needed to say, that numbers listed are slightly optimistic, but at the same time achievable. The financial part is important not only for the future business owners, but also for potential investors and banks.

VI. References

Literature sources:

- 1) AMAN SHAH, Sarimah, 2008. *Entrepreneurship*. Selangor: Oxford Fajar. ISBN 978-98-3450-441-0.
- 2) CASSON, Mark, 1982. *The Entrepreneur: An Economic Theory*. Lanham: Rowman & Littlefield. ISBN 978-03-8920-328-5.
- 3) DEL MARMOL, Thomas, FEYS, Brigitte, 2015. *PESTLE Analysis: Understand and plan for your business environment*. 50Minutes.com. ISBN 978-2-806-26837-2.
- 4) DETHOMAS, Arthur, DERAMMELAERE, Stephanie, 2008. *Writing a Convincing Business Plan*. 3rd ed. Hauppauge: Barron's Educational Series Inc. ISBN 978-0-7641-3934-5.
- 5) FINCH, Brian, 2016. *How to Write a Business Plan*. 5th ed. London; Philadelphia: Kogan Page. ISBN 978-0-7494-7569-7.
- 6) HIRSICH, Robert D., PETERS, Michael P., 1996. *Založení a řízení nového podniku*. Praha: Victoria Publication. ISBN 80-85865-07-6.
- 7) KOVÁŘ, František, HRAZDILOVÁ BOČKOVÁ, Kateřina, 2016. *Konkurenceschopný podnik: Ekonomika konkurenceschopného podniku*. 1st ed. Martin Koláček – E-knihy jedou. ISBN 978-80-7512-608-5.
- 8) LUMPKIN, Tom and col., 2010. *Strategic management: Creating Competitive Advantages*. 9th ed. Irwin: McGraw-Hill. ISBN 978-1-259-9004-57
- 9) MILANO, Carmela, 2015. *The Marketing Mix: Master the 4 Ps of marketing*. 50Minutes.com. ISBN 978-2-806-26612-5
- 10) *Nový občanský zákoník 89/2012 Sb.: aktuální úplné znění od 28. února 2017*, 2017. Praha: Verlag Dashöfer. ISBN 978-80-87963-37-1.
- 11) PINSON, Linda, 2008. *Anatomy of a Business Plan: The Step-by-step Guide to Building Your Business and Securing Your Company's future*. 7th ed. Tustin: OM..IM. ISBN 978-0944205-37-2.
- 12) SARSBY, Alan, 2016. *SWOT Analysis*. Stowmarket: Spectaris Limited. ISBN 978-0-9932504-2-2.
- 13) SLOMAN, John, 2008. *Economics and the Business Environment*. 2nd ed. Harlow: Pearson Education Limited. ISBN 978-0-273-71037-0.

- 14) SKÁLOVÁ, Petra, 2005. *Podniková ekonomika 1*. Plzeň: Západočeská univerzita, fakulta ekonomická. ISBN 80-7043-403-1.
- 15) SRPOVÁ, Jitka, SVOBODOVÁ, Ivana, SKOPAL, Pavel, ORLÍK, Tomáš, 2011. *Podnikatelský plán a strategie*. Praha: Grada publishing. ISBN 978-80-247-7076-5.
- 16) SYNEK, Miroslav, KYSLINGEROVÁ, Eva a kol., 2010. *Podniková ekonomika*. 5th edited ed. Praha: C. H. Beck. ISBN 978-0-7494-7569-7.
- 17) ŠIMAN, Josef, PETERA, Petr, 2010. *Financování podnikatelských subjektů. Teorie pro praxi*. 1st ed. Praha: C. H. Beck. ISBN 978-80-7400-117-8.
- 18) TYAGI, C.L., KUMAR, Arun, 2004. *Consumer behavior*. New Delhi: Atlantic Publishers and Distributors. ISBN 978-81-2690-330-6.
- 19) VEBER, Jaromír, SPROVÁ, Jitka a kol., 2012. *Podnikání pro malé a střední firmy*. 3th edited ed. Praha: Grada Publishing. ISBN 978-80-2478-310-9.
- 20) VENUGOPAL, K., 2006. *Business Economies Volume – I*. New Delhi: New Age International. ISBN 978-81-2241-941-2.
- 21) VOCHOZKA, Marek, MULAČ, Petr a kol., 2012. *Podniková ekonomika*. Praha: Grada Publishing. ISBN 978-80-247-8200-3.

Annexes

Annex n. 1 List of portable equipment with quantity and total price

Equipment	Quantity	Total Price
Kettlebell 4 kg	2	330 CZK
Kettlebell 8 kg	2	670 CZK
Kettlebell 10 kg	4	1.660 CZK
Kettlebell 14 kg	2	1.170 CZK
Kettlebell 18 kg	2	1.510 CZK
Kettlebell 20 kg	2	1.670 CZK
Kettlebell 24 kg	2	2.580 CZK
Dumbbell 0,5 kg	4	132 CZK
Dumbbell 1 kg	4	260 CZK
Dumbbell 3 kg	4	740 CZK
Dumbbell 5 kg	4	1.180 CZK
Medicine ball 3 kg	2	1.398 CZK
Medicine ball 5 kg	2	1.718 CZK
Bosu	2	3.980 CZK
Aerobics step	2	1.158 CZK
Jump rope	12	2.040 CZK
Exercise pad	16	1.040 CZK
TRX	2	11.998 CZK
Hurdles (set of 3)	2	1.000 CZK
Resistant band	4	2.040 CZK
Gym ball	2	1.780 CZK
Plyometric box	2	5.980 CZK
Storage stands	2	538 CZK
TOTAL		46.572 CZK

Source: *FITHAM fitness and sport equipment*. [online] Available at: www.fitham.cz

