

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Economics**



**Bachelor Thesis**

**Development of the business plan of a billiard club**

**Kirill Gutarev**

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# CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

## BACHELOR THESIS ASSIGNMENT

Kirill Gutarev

Business Administration

Thesis title

**Development of the business plan of a billiard club**

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### Objectives of thesis

The main aim of this diploma project is the development of a business plan for the establishment of an enterprise and an assessment of its effectiveness.

In accordance with the goal, it is necessary to solve the following tasks:

- to study the economic essence of the main categories and concepts of business planning in the enterprise;
- consider the structure and content of the business plan;
- to develop a business plan for the establishment of the enterprise;
- evaluate the economic efficiency of the project and propose recommendations for minimizing risks and improving the financial and economic activities of the company being established.

Business plan is designed to create a pool bar.

The subject of this work are the main economic indicators of the effectiveness of the project.

The object of this work is the process of creating an enterprise using the example of a pool bar.

### Methodology

The first step of writing graduation thesis to is able to choose the good topic. The author has chosen the topic that is interesting to him as writing the thesis is very challenge and requires a lot of time and effort. A good and interesting topic will motivate and engage the author.

The topic is selected; the next step is to develop the research topic. It's essential to know the background of the thesis by reading and involving in the area of the research. Since the author is dedicated to education, he has decided to spend more than 2 years to work in the education sector to gain a deep understanding before completing his writing.

When the author has done some background research, he has developed a research question of how to plan to successful billiard and bar business in Izhevsk. He has started doing some exploratory, experiment and in-depth research. It helps to author to justify, modify and refine to topic based on what he found. He has used course readings, Wikipedia, Google and instructors as the resources to develop his topic.

The theoretical and methodological basis of the thesis was the work of domestic and foreign authors on business planning, enterprise economics, finance, planning, accounting and financial analysis. Also, regulatory documents regulating the activities of the enterprise in the field of accounting, taxation were used.



**The proposed extent of the thesis**

40 pages

**Keywords**

Business plan, billiard, bar, club, setting up a business, competition

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**Recommended information sources**

Aaker, D. A. 1994, Strategic Market Management, John Wiley & Sons Co, NY  
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Pinson, Linda. 2001, Anatomy of a business plan: a step-by-step guide to building a business and securing  
your company's future, Fifth Edition, Dearborn Trade Publishing, USA

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Prague on 11. 03. 2018

## **Declaration**

I declare that I have worked on my bachelor thesis titled "Development of a business plan of a billiard club" 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 12.03.2018

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### **Acknowledgement**

I would like to thank to Ing. Petr Procházka MSc, Ph.D. for supervising my thesis. His valuable advice and comments contributed to the successful accomplishment of the thesis.

# Vytvoření obchodního plánu kulečnickového klubu

## Souhrn

Cílem diplomové práce bylo studovat, jak napsat podnikatelský plán a následně jej implementovat do ruského podnikatelského prostředí na příkladu kulečnickového klubu v městě Izhevsk. Hlavním účelem bylo zjistit, které součásti podnikatelského plánu jsou tvořeny důležitými nástroji řízení, pomáhat čtenářům posoudit, zda podnikatelský podnik má příležitost vstoupit na trh, pracovat prostřednictvím svých milníků a předcházet krizím a zmírňovat je.

Zpráva o teoretické práci se skládá z teoretického výzkumu, jak založit v Rusku malý nebo střední podnik a že empirická část představuje skutečný obchodní plán kulečnickového klubu. Za prvé, autor pečlivě zkoumal všechny aspekty obchodního plánování. Získané poznatky byly později zahrnuty do příkladného podnikatelského plánu pro nový podnikatelský záměr na zábavním trhu v Iževsku.

Vzhledem k tomu, že tato teze je studiem založeným na projektu, hlavním zdrojem informací jsou různé podnikové literatury, internetové zdroje a autorské studium a pracovní zázemí v oboru. Autor doufá, že studie bude přínosná pro čtenáře, ale je třeba vzít v úvahu, že studie ukazuje příklad implementovaný v konkrétním podnikatelském prostředí.

**Klíčová slova:** obchodní plán, vyhledávání, kulečník, analýza SWOT, strategický plán, marketingový plán, konkurence, založení nového podnikání

# Development of the business plan of a billiard club

## Summary

The objective of the thesis was to study how to write a business plan and then implement it into Russian business environment on an example of a billiard club in the city of Izhevsk. The main purpose was to research which components a proper business plan is comprised of important management tool, assisting its readers to assess whether a business venture has an opportunity to enter the market, work through its milestones and prevent and mitigate crisis events.

The thesis report consists of a theoretical research on how to found a small- or medium-scope enterprise in Russia and the empirical part represents an actual business plan of a billiard club. First, the author carefully studied on all aspects of business planning. The gathered knowledge was later implied to an exemplary business plan for a new business venture in the entertainment market of Izhevsk.

Due to the fact that this thesis report is a project-based study, the main source of information we various business literatures, internet sources and author's study and work background in the industry. The author hopes that the study will be beneficial for readers, but it has to be taken into consideration, that the study shows an example implemented in a specific business environment.

**Keywords:** business plan, search, billiard club, SWOT analyse, strategy plan, marketing plan, competitors, establishment of a new business



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## **1 Introduction**

Making a proper business plan is vital for new entrepreneurs. It is about determining the viability of your business and clarifying your vision. This helps you to create concrete goals and plan ahead, instead of having shady visions and dreams you would try to achieve with no success. In addition, your possible partners, investors, everyone who would be connected somehow to your business want a solid proof that your idea is actually realistic and has a great possibility for profit. This can be done by presenting a well-done business plan.

Food business will be always around, at least in some form. Higher economic levels, increasing mobility and more women putting career at first increase the amount of restaurant customers. Still, according to Brown (2007, 23) over 55 percent of the new restaurants failed during the three-year period (1996-1999). The high failure rate is simply caused by the fact that people establish a restaurant without the needed knowledge and needed amount of funding, which is the reason they end in financial disaster. (Brown, 2007, 23.)

## **2 Objectives and Methodology**

### **1.1 Objectives**

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In accordance with the goal, it is necessary to solve the following tasks:

- to study the economic essence of the main categories and concepts of business planning in the enterprise;
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Business plan is designed to create a billiard club.

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### **1.2 Methodology**

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### **3 Literature review**

To be competitive an enterprise on the free market must have a business model plan and business strategy in order to make profits and have sustainable growth. The basis of the literature search will focus from the Strategic Management course as well as from the applicable literature from the area of business planning, theories and techniques.

#### **3.1 Business idea**

The business idea should be so clear that you could describe it a couple of sentences. What is my business for and what it will exactly do are questions which answers will form the basis of your idea. The well-known elevator speech is based on the idea that if you meet an interested investor in an elevator, you can describe clearly and interestingly your whole idea in the time it takes to go to the right floor – which would be around 30 seconds. Pitching your idea sharply in one or two sentences is the goal you should reach. (Bird, 2006, 24-25.)

#### **3.2 Structure of Business plan model**

Based on the literature review and the application in the donors projects, the most common business plan structure in the Macedonian food sector is the following:

- Summary- explains in short, the project with the final costs for the investment
- Introduction of the company
  - o General information about the company
- Components of the strategy plan
  - o Philosophy- Mission and vision of the company
  - o Key Success Factors to have profitable business
  - o Development goals or what is the strategy and the objectives to be achieved
  - o Team that will manage the business to run o SWOT analysis
- Marketing plan

- o Products that are going to be delivered on the market
- o Market analyses in Macedonia of export and import of fruits and vegetables.
- o Competitiveness with other companies with the similar production of fruits and vegetables
- o Market prices, sale forecasts

In the further analyses of the case studies, the differences between the business plans of the case study companies and the model business plan are going to be compared. These differences will be elaborated and it will point out the advantages and disadvantages of these plans, and the conclusions are going to be developed according to this analysis.

### **3.3 Theory of Business Planning**

Jain (2004) in this book explains to make planning is basically a process that is driven towards what is making today's decisions. Also, the future decisions have to be boldly, quickly and economically with as little interruption to the business as possible.

Coke (2002) states that "A business plan is a consolidation document that defines the parameters of how a business operates. It communicates strategic direction as well as specific goals, methods of achieving the goals, and the management development activities needed to reach the vision. It is a master document that serves as an umbrella for all events taking place within the company". (p.45)

Suklev and Debarliev (2009) wrote that the business plan provides opportunities for owners of enterprises and includes the main factors for their success. The business plan covers all important aspects of business and the main factors affecting the operation and it is used for capital increase. Shuklev (2004) states that planning process is important at all levels of management, but it varies depending on the management level.

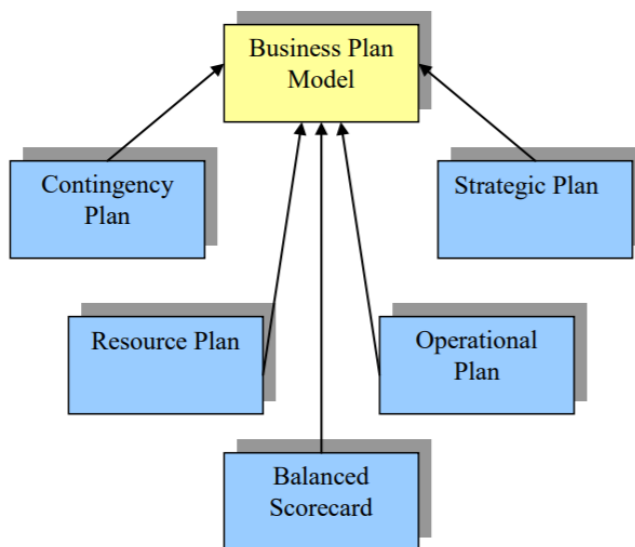
Figure 1 Management functions and levels, Source: Shuklev (2004)

First Line Management	Middle Management	Top management
Planning	Planning	Planning
Organizing	Organizing	Organizing
Directing	Directing	Directing
Controlling	Controlling	Controlling

Figure 1 presents the importance of the planning function as we go up the management ladder, i.e. planning is of essential importance for the top management.

Beierlein et al. (2008) conclude that the best argument for financing a business is the process of making a business plan, and this plan is important for the managers to follow it for achieving the financial objectives. Forecasting sales, making all necessary decisions to achieve objectives, making assessment of time and materials needed, and determining the cost of these things, keep the attention of managers focused on achieving financial targets.

Figure 2 Business Plan Model, Source: Own version



In the Figure 2 the structure of the Business Plan Model is presented which is formed from these elements: Contingency Plan, Resource Plan, Balance Scorecard,



Operational Plan and Strategic Plan. The further explanation of all the elements is following below.

### **3.3.1 Strategic Plan**

Johnson et al. (2008) states that “Often strategy development is equated with formalized strategic planning systems. These may take the form of systematized, step-by-step, chronological procedures to develop or coordinate an organizations strategy”. (p. 342)

According to the study of Reading (2002) new rules have been have been formulated in the development of strategic business plan. The current distinctive capability will either be an organizational attribute or a strategic asset, sometimes it will be combination of both. Where companies do not have distinctive capability, they must have a competitive strength of their business and survivability potential.

According to Porter (1996) three are three key principles underlie strategic positioning.

1. Strategy is the conception of an exceptional and important point where there are involved many different set of activities Business Plan Model Contingency Plan Resource Plan Strategic Plan Operational Plan Balanced Scorecard

2. Strategy requires you to make trade-offs in competing—to choose what not to do.

3. Strategy involves creating “fit” among a company’s activities.

By Linda Pinson (2001) the elements for summary of the business are following:

- Mission - A mission statement is a brief (one or two sentences) description of the company’s fundamental purpose including, nature, values, and its work.
- Business model has to be unique and it is the method of doing business by which a company can generate revenue and sustain itself.
- Strategy - An overview of the company’s strategy—it’s short-term and long-term objectives and plans to realize those objectives. A strategy is a plan of action designed to achieve a particular goal that has been established.

- Strategic relationships - A mutually beneficial formal contractual alliance established between two or more organizations.
- SWOT - An analysis is an in-depth examination of key factors that are internal (strengths and weaknesses) and external (opportunities and threats) to a business.

**Internal Factors.** The examination of internal factors takes a close look at the organization, laying out core competencies and areas in which a business has a competitive advantage. It also looks at areas in which a business has a lack of certain strengths.

**External Factors.** An examination of external factors takes a look at the marketplace in which a business operates and helps to identify new areas in which the business can grow and niche markets that can be pursued, all which will ultimately lead to greater profits for the business. It also looks at changes and trends in the marketplace that may affect a company's business operations.

### 3.3.2 Operational Plan

Coke, (2002) concludes that the operational plan is the dynamic component that brings the strategic plan to life. It is the first of ten years of the complete business plan and is developed simultaneously with the other four components. It defines how the company accomplishes its strategic intent on a daily or annual basis. It breaks down the strategic goals into objectives and tasks to make them more understandable and manageable.

The operational plan also provides information to executives on how well the staffs carry out its functional activities. Along with the execution of functional activities comes the requirement for staff coordination. Work cannot be effective unless it is closely coordinated across staffs or functions the operational plan also helps management teams to implement actions. Because it identifies the persons held accountable, the operational plan becomes a good benchmark for reporting processes of key programs and projects. This becomes the benchmark for performance measures of both the individual and the company.

**An operational plan is consisted from these elements:**

- **Production**

The production process in the processing companies carry out a process from a raw product and creating an item with added value.

Essential to the overall understanding of a production oriented business is an appreciation of how the company will process its products. One straight forward way of conveying such information is to examine this activity in terms of resources, processes, and output.

Resources may include manufacturing facilities, machinery, equipment, materials and related assets, and labor. Depending on their relative importance, attention might be focused on each of these elements and it is elaborated in 2.1.3 Resource plan.

What techniques and processes are going to be used in combining these resources, such as calibrating and packing; and the capability of the business in terms of production rates, critical constraints such as productive capacity, or quality assurance programs.

The operational plan might include a profile of the facility that will be used, including comments regarding size, location, and related specifications - clearance, loading docks, and proximity to other outlets such as railways and main roads.

- **Capacity and productivity**

Capacity and productivity measure of how much work your facilities, labor force, and equipment can handle and how many people it requires to produce the product.

- **Labor**

The number of employees required to produce the product and their usage. In this kind of business there are more seasonal workers than full time.

- **Quality Assurance**

The same standards have to be kept consistent and maintained with each product. Such activities include regular inspections throughout the production

process, occasional testing or sampling of goods and annually renewing some of the international standards like ISO, GLOBALGAP etc.

- **Facilities**

The location of the company can prove a critical factor for the success. Usually for this kind of business the facilities are in rural area and the land costs are low. And also, the facilities have to be close to the main roads or railways.

- **Distribution**

This Business relies on quality raw fruits/vegetable products. The relation with farmer has to be with contract in order to have quality products. It's important to work at developing excellent relationships with farmers and distributors of the processed food. Also, not to be too dependent on just one supplier farmer or distributing company is very important. Sometimes the farmer can sell the products to other company if they offer higher prices during peak season.

### **3.3.3 Resource plan**

According to Coke (2002) this plan begins with an analysis of the annual targets and the goals from the strategic plan. Normally these can be developed with the resources plan in conjunction with the operations plan since the two are so closely connected.

Al Coke (2002) defines the resource plan in ten categories including: Staffing Levels, Information Requirements, Technology, Tools and Equipment, Intellectual Capital, Time, Relationships, Image, Facilities and Financial.

- The number of people that will carry out the operational plan is called staffing levels
- Sorting through massive amounts of information to pick out the kernels of information we need the Information requirements.
- The technology that the company is using today can change in the future. There is need of calculation for the new one in time for replacement.
- Tools and Equipment have to be proper items on hand to properly do the job.

- That organizational intelligence quotient (IQ) shows up when looking at an organization's accumulated knowledge
- The relationship between the employees is crucial to have a good team work

### **3.3.4 Contingency plan**

In the book by Coke (2002) there are three types of contingency planning. The first is when objectives are not accomplished or are blocked somewhere in the execution. There has to be alternatives developed to eliminate the blockage. It is a fallback position. Another type of contingency planning is a big picture issue. This is a disaster plan for a business created crisis that could shut down your company for example, a labor strike in a plant that was not expected or anticipated that catches management unprepared. A contingency plan should address such occurrences. Natural disasters are a primary contingency that companies plan for. Like manmade situations, these occurrences can be predicted and planned for. The third type of contingency plan is developed from an internal view that examines incidents that could happen to your business and that would cause significant concern.

### **3.3.5 Balanced scorecard**

By L. Daft (2008) companies are mostly focused on financial measures such as profit and return on investment to achieve performance. Usual approaches based on goal resource, resources based, or internal process indicators all have something to offer, but each one just like singular reliance on financial numbers, tells only part of the story. These days, a new approach that balances a concern for various parts of the organization rather than focusing on one aspect has become popular. The balanced scorecard combines several indicators of effectiveness in to a single framework, balancing traditional financial measures relating to a company's critical success factors. These are the four effectiveness categories considered by the balanced scorecard.

- Financial: Profit, Return of Investment
- Internal Business Processes: Order ratio fulfilment, cost-per-order
- Learning and Growth: Continues process improvement, employee retention

- Customers: Customer satisfaction and loyalty

With each area of these four areas: effectiveness-financial performance customer service, internal business processes and the capacity for learning and growth, the managers will identify the key performance indicators that will be monitored in the company.

According to Kaplan & Norton, (1996) Balanced scorecard are more than a set of Key Success Factors, and it can be linked to a series of objectives and measures that are consistent and reinforced. This series of objectives and measures are part of the Key Success Factors of the company business planning.

Aaker (1994) explains that the Key Success Factors mean competitive skills of workers and managers and assets are very important for profitable company. A profitable company should have several key success factors, and be good at each factor. At the same time, companies should not only identify the success factors in the industry for the time being, but also forecast the key success factors for future. The opinions of Alazmi and Aairi (2003) were that if companies have a few outstanding results in some activities, then the competitive performance can be kept, and the activities are the so-called key success factors. Brotherton et al. (2002) considered that if enterprises would like to reach an overall goal, they need to development key success factors first. In a limited field, if there are satisfying results, then those variables, which could ensure profitable competitive performance, are key success factors.

From the consolidation of these scholars' opinions, key success factors are the primary points, which need to be put into consideration in industry analysis, and the profitable companies usually are advantageous in the domain of key success factors. Holding the competitive advantages in the industry is the key for long lasting business.

### **3.4 Marketing Plan**

According to Jain (2004), a marketing plan is consisting of all features of a company strategy in the open market economy. In basis marketing plan is connected mainly with the description of target segments and the product, communication, channel, and pricing policies.

Marketing planning development in a same time has made increasing of complexity of companies. The first step was change from well-organized enterprises with one product line and serve market in to large diversified firms serving many markets with many product lines.

This kind of companies are usually separated into product or market divisions, divisions may be separated into sectors, and all of them often further separated into product lines or market segments. This kind of shift is taking place gradually more than 20 years ago, “sales planning” was respectively replaced by “marketing planning” in most of these companies. Each manager set up a marketing plan for his product line or market segment. These were summarized all together into a general “marketing plan.” All divisional plans in run were summarized into a general corporate plan.

Cramer et al. (2000) has defined marketing as the performance of business activities that direct the flow of goods and services from producer to consumer or final user. In agricultural marketing the point of production is the basic source of supply. The marketing process begins at the point and continues until the consumer buys the product at the retail counter.

McKeever (1999) explains that marketing plan is covering areas ranging all the way from determining how the business fits into the national and local economies to decision about what color your logo should be. Therefore, there are several basic principles for modelling a marketing plan.

Many of the Macedonian companies don't use marketing plan as a business tool, the managers often understand the marketing as an advert on TV and radio. There is need of permanent education of top managers in the companies to

understand the meaning of marketing as a part of the business plan in order to develop their business.



### **3.5 Financial plan**

The funding of a company is divided in two categories: income financing and capital financing. Income financing is capital that you get when you reduce costs from profits.

Capital Financing includes equity and finance capital. Finance capital may be short term, when it has to be paid back within a year, or long term, which has a payback period over a year. (HALL, Richard, 2004, 118.)

For a continuous operation of a company it is good if an entrepreneur can put his own money into the company. Equity also includes entrepreneur's own property, that he invests into the company. Often company needs multiple shareholders, whose invested money is extremely important source of funding. In addition, venture capital is becoming more popular all the time. These investors called "business angels" often invests to companies for future profit. Finance capital includes bank loans, public financial support, and international financial institutions. (HALL, Richard, 2004, 118 – 119.)

Financial need should be planned carefully before starting a business. After immediate investments the money should cover entrepreneur's personal costs and the costs of running the business for at least 6 months after launch. Usually you have to wait even six months for the money inflow and costs are running the whole time. Often the entrepreneur has a small amount of money to invest to a company and tries to survive with the smallest possible amount of debt. These are the reasons why it takes time to get the business up and running properly. (Horan,T. James Jr. & Horan Jim. 1998, 76.)

Usually the entrepreneurs' own investment is obligatory for outside investors. When making a financial plan you have to count the price of the money as well. Venture capitalists and other investors estimates the profitability of a start-up business and the interest depends on it. You can find business angels even in Finland. Usually they want a share of the company and operates as a consult for the company. (Horan,T. James Jr. & Horan Jim. 1998, 76.)

## **4 Case study – Business plan**

### **4.1 Summary**

LLC "Billiard Club"

LLC "Billiard Club" will be located in the city of Izhevsk at: ul. Lezhnevskaya d.117a

The main activity of the future club will be the provision of billiards, an additional - a bar. An important advantage of the club is the installation of professional tables for playing billiards.

Total cost of the project: \$ 59,000

**Confidentiality:** This business plan is submitted for consideration on a confidential basis for making a decision on investing this project and cannot be used or copied for any other purposes, and also transferred to third parties. When accepting this business plan, the recipient assumes responsibility and guarantees the return of this copy of the representative, if he does not intend to invest in a new production. All data, estimates, plans, proposals and conclusions given on this project, relating to its potential profitability, sales and costs, are based on the agreed opinions of the participants in the development of the investment project.

## **4.2 Characteristics of the object**

The billiard club is designed to provide sports services and entertainment services. That is, consumers of services are amateurs and athletes who are professionally engaged in billiards, as well as visitors to the bar.

The plans of the Billiard Club organization include:

- finding the right club location;
- registration of an enterprise
- development of architectural design and interior design;
- Construction of a billiard club or renting a room;
- purchase and installation of equipment;
- hiring and training of staff;
- Holding an advertising company;
- opening - presentation of the Billiard Club.

You need to start by looking for a suitable room or building, that is, with determining the location of the future billiard club and its concept. At the same time, one should not be afraid of "sleeping areas" and remember that not only in Moscow and St. Petersburg, but also in other major cities of Russia the location in the center is not at all a prerequisite the success of the billiard club.

The reason for this is simple - on the one hand, potential visitors inexpensive billiards are lazy to go to the center and prefer to look for them in their at the side, and on the other hand - clients of elite billiard clubs are often more it is convenient to get to them by car, even having traveled a longer way than if they were in the center. Also, the central regions of large cities overloaded by road, not always possible organize high-quality parking, etc.

When renting a premise it is necessary to calculate that the total cost one square meter of ready-made billiard room "turnkey", is in depending on the class, establishments on average from \$ 400 to \$ 800.

Speaking of the concept, at present three basic concepts of a billiard club and one of them should be chosen as base even before the opening of the club, because the chosen concept will be dictate the relevant requirements.

Commercial concept - billiard club is positioned as institution for the masses of visitors of a very different level, and not only for players - billiards, where billiards is precisely as a means for recreation with an appropriate level of service.

Sports concept - billiard club is positioned as institution for professional players and, accordingly, attracts not so much those who consider billiards as a means of recreation, as many who are interested in the game itself on billiards.

The concept of an elite club - a billiard club is positioned as institution for wealthy customers. Feature of this club is the provision of exclusive and expensive services, often not having analogues in other clubs of the city.

There are expensive and cheap clubs. To expensive clubs are:

- "elite" clubs;
- Clubs for the mass visitor, but with a large number of billiard tables, more than fifteen or twenty.

"Elite" clubs are not widespread, so at the opening of each of them, specific economic calculations are carried out, the content of which is beyond the scope of this business plan for billiard club. As for cheaper projects (cheaper than \$ 40,000), their share is also not great.

If we talk about the minimum level of investment, dictated by choice this or that concept, then the elite billiard room club, in second place because of the high cost of professional equipment is "sports", and on the third - "commercial". In some cases, a "commercial" club may well be more expensive than a sports club because of a high level of costs for additional bar and kitchen services that are "de-facto "are mandatory for the commercial club.

When registering the work of the Billiard Club, it will be necessary to conduct business under the simplified system of the taxation if in the certificate service rendering in the form of hire will be registered. If the certificate the "cultural center

for the organization of leisure of the population" is written, then business is subject to a simplified taxation system, tax rates will be lower, and the base indicator for taxation is the area of the hall.

If the certificate specifies "public catering", then the tax base will be different for different halls: for the gaming hall and hall catering. But if the gaming tables and cafes will be in the same room, then the tax base will be calculated from the area of the cafe.

It is desirable in the certificate not to indicate that the bar will be to attend a tote and refuse from it altogether. If it is indicated, in accordance with the tax legislation, the basic taxation index is quantity, the basic taxation index is the number of billiard tables, which will be materially unprofitable for doing business.

The cash register will be mandatory for the enterprise, with the exception of consumer services - in this case you can get receipts.

The room for a billiard club must meet two main requirements:

- The room should be quite large (for a billiards club of medium sizes - about 400-450 square meters. m);
- columns in this room (if any) should be located as can be closer to the perimeter of the hall (otherwise they will interfere with rational installation of billiard tables).

Thus, the most advantageous for a billiard club is wide room of rectangular shape. Counting the area, you need to take into account that most of the place will be occupied by billiard tables, which require (depending from the size of the table itself and the level of comfort provided to visitors during the game) from 30 to 40 square meters. m on each table. Multiplying this figure by the estimated number of tables, it is necessary to add the area necessary for accommodation of a bar counter, tables for visitors using kitchen services, and also tables and armchairs located near to billiard tables and intended for rest of players and their friends. The sum of these figures plus the area of ancillary and technological premises and, as a result, will give the required figure of the total area. With regard to the requirements for the

placement of officials, as well as all the permits required for opening a billiard club, from this point of view the process does not differ from the opening of a restaurant, bar or cafe. Directly, billiard tables do not need licensing.

Market experts are distinguished by the following most common approaches to organizing the work of the club. For commercial and sports clubs, the more common is the layout in which different functional areas of the billiard club should be united in one room, in a single common space: a bar, tables for visitors, and a place where billiard tables are installed, etc. It is considered that it is the "unity of place" that creates the specific atmosphere of the billiard club, where some visitors come not just to play, but also to show off in public, and the latter do not just eat and drink, but also watch the game as if for some fascinating and free show.

For elite billiard clubs - on the contrary, it is considered more correct such a layout, in which the company arrived has the opportunity to retire in a separate room with its own billiard table. Quite common now is and such an option as a separate VIP-hall in a commercial billiards club.

As for the direct arrangement of billiard tables, the optimal solution is to solve this problem with the help of computer design, especially since now this service is provided by the suppliers of billiard equipment themselves.

The main games offered to visitors in billiard clubs are, of course the Russian pyramid and pool. In rare clubs you can find tables for snooker and even less often - for a cannon. Therefore, market experts believe that practice generally reflects the needs of visitors to those or other games.

There are two main directions of business development on the market:

Russian pyramid or American pool. The differences between the Russian pyramid and the pool are as follows.

In the Russian pyramid, the size of the pocket is only a few millimeters wider diameter of the ball, which makes it extremely difficult to get into the pocket, delays the game for up to an hour or more and makes the principle of a successful

game the principle of "not so much to score yourself, how many do not give to score another", that is, do not substitute your ball for blow.

In the pool, the size of the pocket is almost twice as wide as the diameter of the ball and the batch, accordingly, played out much faster. There are often cases when a player, having started with a successful breakdown, pushes all his balls in a row, and without letting the enemy make a single blow. It happens and vice versa - the player who made a single mistake at the end of the game, it remains only to watch the enemy.

It should also be borne in mind that in many clubs income from the bar and from the kitchens, as a rule, correspond to incomes from billiards, and in commercial clubs and exceed it. At the same time, according to market experts, in some billiard clubs up to 30% of visitors never take part in the game and come just to drink and look at the players. Another part of clients like to watch behind the counter or a table sports programs on the TVs installed in the hall. Now this is a very common version of the bar today - the so-called "sports bar".

Organize the work of the bar, you need to carefully through everything at assortment minimum must include at least three types of bottling and up to 8 types of bottled foam drink. A good demand in such a bar and strong drinks: vodka, cognac, whiskey, which there must be at least 5-7 positions. The level of margins in such a bar, as a rule, is lower than restaurant prices. The bar of the elite club on assortment fullness should correspond to restaurant and include, in itself, and very expensive brands of drinks.

In the menu of elite billiard clubs, it is necessary to have functioning full-fledged restaurant. But the level of margins on dishes in the case of a bar should be lower than the usual restaurant. Moreover, it can even to some extent compensate for the high cost of renting billiard tables.

The usual, non-elite menu of the kitchen of a billiard club, as a rule, consists of meat dishes, salads, in the manner of "pub", hunting sausages and sausages. Often given the "billiard" specifics are invented special dishes that you can eat while

playing – small kebabs and the like. In commercial clubs, where the kitchen and bar are given serious attention, the number of seats for their clients is quite large and is, for example, in one of the clubs a figure eight times larger than the number of billiard tables.

The customer should be able to make an order for any dish, not rising from his chair at any point in the billiard club.

Owners of billiard clubs are usually not always present in their institutions, which creates the danger that the staff will begin to "earn additionally" by selling through the bar brought with them alcohol. Fighting this can only be one way - by entrusting supervision of this or a particularly trusted employee, or to someone from their security officers.

The billiard club must work with a marker.

A marker should be a good psychologist - to feel what is expected from his client. Fighting, losing with a bang, just a pleasant chat, be able to listen with an appropriate kind of opinion of the client about how to cut out the pockets, what should be the cue and cloth, etc.

It is the marker that is responsible for the constant care of expensive billiard tables in between games, and also to ensure that customers do not spoil expensive equipment during the game. You need to try to hire a good marker. One unprofessional, impolite marker can nullify all the money invested in the club and efforts. The marker must thoroughly know the rules of all billiard games and be a good player, as he often has to play with clients, many of whom do not just "roll balls", but quite professionally own cue.

Most billiard clubs do not work round the clock, but with break. One of the variants of this schedule is from the 12th day to 6am the next day. In this case, staffing can be reduced in the part of employees working in shifts (waiters, markers, etc.).



Payback period of billiard club - from six months to 2 years. This term depends on several factors, but the main one is attendance. The attendance, in turn, depends on where there is a billiard club and how much quality services visitors can offer.

On average, from the moment the club is opened to its exit to the calculated attendance is not more than three months. If, after three months from the moment of opening, attendance at the club has not reached the estimated value, the owners of such club should reconsider their approach to business.

To date, there are many small companies, which provide billiard and bar services, most of them are not feels competition, since this market is still very free. This business long pays off and requires a large amount of investment, so the business plan for such an enterprise should be required, as a detailed guide, with all calculations, timing, risks.

Accordingly, the equipment will pay for the year, in the following periods all costs will be the rest of the initial costs.

### **4.3 Business Idea**

To the beginning of the new century, Russia has opened too many billiards. The market was full, and the least successful institutions began to close. The development of this entertainment segment will continue at the expense of large clubs and the move of billiards to entertainment centers.

In many cafes, somewhere in the far corner is a billiard table where visitors can play a game or two. Is it a billiard room? Hardly. In the collapsible objects near the metro, gaming machines and one or two billiard tables adjoin equals. This, apparently, is also "not quite right". In addition, in all the large self-respecting entertainment and shopping and entertainment centers there are at least several tables for billiards. This is closer to the truth. Plus, there are specialized clubs, the exact number of which is unknown.

The growth of the billiard market, so dynamically started, may soon end. Experts of the companies - equipment sellers are already marking a correction in the rates of sales of the tables, although they express the hope that the lull will be temporary. The market is far from oversaturation - both in Moscow and in the regions. Demand for the game is growing, including due to constant broadcasts on the leading television channels.

Perhaps, only the niche of billiard rooms in the entertainment areas of shopping centers remains not yet fully saturated. However, in the shopping center to place billiard rooms is inappropriate, since the main customers of these establishments like a quiet atmosphere, and the shopping center is a dynamic complex in which it is difficult to create a measured situation. It should be noted that the proposed business plan involves the placement of a billiard club in the territory close to the Lodz cinema, the Golden Fleece restaurant, and the Topol shopping center, which will benefit its attractiveness.

According to forecasts, soon the market of specialized billiards will be full in many cities of Russia, and investors wishing to earn on people's interest in rolling balls on the table will find it much more difficult to open new institutions. Today,

the opportunity to get into the last car of the departing train still remains. Enter the market with a poor-quality product is already very difficult. There is a shortage of good clubs, while dubious establishments with shabby tables and ragged cloth are no longer interesting to customers. So, to save and buy old, "killed" equipment is inexpedient. Another problem of the market is the markers. A good billiard room without a good marker is no longer a good billiard room. Who is the marker? This is a man who knows all the rules of various games, always ready to compose a company for visitors to the club at a pool table and, accordingly, loving billiards. This person is responsible for the proper condition of the equipment. And often, the marker is also responsible for accounting for the work of billiard tables. Therefore, the choice of a worthy candidate should be approached very carefully. Meanwhile in many institutions markers are students who do not know the rules at all, but play no better than average visitors. In such a club a serious client will not go. Proceeding from this, the main priorities will be the quality of billiard tables and the qualification of the marker.

The location in the city center for billiards is not at all a success. Potential customers of inexpensive billiards are easier to play in an institution near the house, and for elite clubs in the city center it is difficult to organize parking. If the billiard room is positioned as a place for public rest, then it is natural that owners will need to place on the first line of houses near the metro or major traffic arteries, and if the establishment is designed for a narrow circle of professionals, the location will not play a big role. In our case, the billiard club will be located within walking distance from a large transport highway, as well as a parking zone.

In addition, from the outset, you should determine the target audience of the billiard room. If the investor is interested in young people, then the accent is more appropriate to make on the American pool, and if people are aged, then Russian billiards.

In general, both types of tables should be presented in a good billiard room (and in the most advanced one you can also place a table for snooker). It's only a matter of proportion. Pool is a more promising type of billiards. First, multi-colored

balls and apparent ease of play attract a wider range of customers. Secondly, men and women can play in the pool, while the Russian pyramid is more popular among men. Thirdly, the size of the table for the pool is smaller than for the pyramid, so three tables for Russian billiards or five tables for a pool can be put on the same square, which is more effective from a commercial point of view. However, among the serious players of the fans of the pyramid is still more. In addition, the cost of an hour of playing the pool is traditionally lower than the cost of the "Russian" table. If almost the whole world is the most popular pool, in Russia the situation is different: middle and older men prefer to play in the Russian pyramid, women - mostly in the pool, and young people - in the pool and a little in the Russian pyramid. Thus, the optimal ratio will be a combination of 7 tables for the American pool and 3 tables for Russian billiards.

#### **4.4 The essence of the proposed project**

The proposed billiard club will be located on the 1st floor of the restaurant "Two companions" on the street. Lezhnevskaya 117a. The rented area is 300 square meters. The room will be repaired. Total repair costs will be \$ 18,000. The interior will be decorated in a classic English style. Next to the tables will be located soft sofas and tables. To ensure that the balls do not break when dropped, the floor will be covered with carpet. For good sound absorption, the walls of the hall will be covered with wooden panels. Visitors will be offered high quality billiard tables with individual lighting. In the billiard club you can play in the most common games: American pool and Russian billiards. In a spacious billiard room, the arrangement of tables will not prevent players from enjoying the game, and the equipment is regularly updated. An experienced marker will conduct in a billiard class for those who want to learn the elegant techniques of the best billiard clubs and improve their professional level of play or learn its basics. In addition, visitors will be offered a wide range of alcohol and non-alcoholic products in the bar.

##### **4.4.1 Analysis of advantages and disadvantages of the Billiard Club**

###### **Benefits**

- Professional gaming tables
- Large number of tables
- A small number of competitors
- Proximity to traffic junction
- Original interior design in English style
- The direction of the firm's activity on a particular market segment
- The market is not seasonal

###### **Disadvantages**

- Lack of some entertainments offered by competitors:
  1. Bowling
  2. Air hockey
  3. Darts

#### **4.4.2 Price policy**

When analyzing pricing, the following will be taken into account:

- Cost of services
- Competitor prices

When creating a new club, prices will be set at a relatively low level, that is, not higher than competitors in order to attract the maximum number of consumers. The firm's pricing policy will be based on the principle of high quality - a low price, which will create the necessary demand for our services in the first run of the enterprise.

#### **4.4.3 Staff**

- Accountant - 1
- Barman - 2
- Game room service operator - 1
- Security Guard - 2
- Cleaner - 1
- Marker - 1

Monthly payroll - \$ 2,100

## 4.5 Production plan

The room will be repaired. Since the actual layout of the building does not allow the correct placement of the necessary equipment, the building will be redeveloped (reconstructed). Total repair costs will be \$ 18,000. The repair costs include:

- The cost of carrying out work on the redevelopment of the building.
- The cost of interior decoration of the premises (including plumbing works),
- Costs for exterior decoration of the premises.

After carrying out repair work the enterprise needs to purchase the basic equipment.

*Table 1 Cost of main equipment Source: Own version*

Name	Unit of measure	Count	Cost per unit, \$	Total
A pool table	PC.	10	1 500	15 000
Lighting equipment for billiard tables	PC.	10	36	360
Bar equipment (rack)	PC.	1	536	536
Audio equipment	PC.	1	1 339	1 339
Signaling	PC.	1	536	536
<b>Total:</b>				<b>17 771</b>

In addition to the main equipment, additional materials and equipment will also be needed.

*Table 2 Additional Club Expenses Source: Own version*

Name	Unit	Count	Cost per unit, \$	Total, \$
	pc.			
Sofa	pc.	1	357	357
Armchair	pc.	2	143	286
Desk	pc.	2	125	250
A computer	pc.	1	446	446
Phone	pc.	2	27	27
Round table	pc.	13	53	689
Chair with back	pc.	52	13	676

Rack-hanger	pc.	10	46	460
WC				625
Tableware and Bar Accessories				1 071
<b>TOTAL:</b>			<b>4 887</b>	

To work the bar will require the following costs for food and alcohol per month:

*Table 3 Costs for food and alcohol per month Source: Own version*

Name	Sum of expenses, \$
Vodka	821
Vine	621
Cocktails	1 286
Beer	1 964
Food	3 571
<b>TOTAL:</b>	<b>8 263</b>

*Table 4 Advertising costs per month Source: Own version*

Type of advertisement	Sum of expenses, \$
Panel advertising	161
TV	303
Radio	214
<b>TOTAL:</b>	<b>678</b>



## **4.6 Marketing plan**

As practice shows, one person on average, leaves in the bar about 3-6 \$. However, it is necessary to take into account the fact that one of the visitors will not limit this amount and can exceed it several times, while some clients may not use the services of the bar at all. The price in the bar will be composed of the purchase price of the goods and the trade margin. Procurement of goods for the bar will be made from a regional distributor.

The following stages of the project implementation are planned:

- 1) The registration of the enterprise LLC "Billiard Club" - 2 weeks.
- 2) Conclusion of a loan agreement, conclusion of a lease agreement - 2 weeks.
- 3) Purchase of necessary materials for repairing the premises, carrying out repairs and reconstruction works - 1,5 months.
- 4) Purchase of equipment and materials for arrangement of premises, arrangement of premises - 1 month.
- 5) Search and selection of personnel - 2 weeks.
- 6) Conducting an advertising campaign - 2 weeks before the opening of the club.

### **4.6.1 Competition in the market**

The main competitors of our club are:

- 1) Abricol
- 2) The Three Balls

Detailed analysis of competitors is carried out according to the following criteria:

- Location
- Working hours
- Quality and style of the interior
- Prices in the bar
- Prices for billiard services
- Availability of advertising

- Presence of protection
- Number of billiard tables
- Quality of billiard tables
- Availability of a bar

Comparative evaluation of competitors with the firm "Billiard Club" according to the above criteria is shown in the table. The criteria are evaluated using a 5-point system.

Table 5 Evaluation of criteria Source: Own version

Criteria	Firm		Main Competitors			
	Billiard Club		Abricol		The Three Balls	
	Decription	Mark	Decription	Mark	Decription	Mark
1.Location	Near the central highway and bus stop	5	Remoteness from the checkpoint, uncomfortable entrance	4	Bus stop near the road	4,5
2. Working hours	12.00–6.00	5	13.00–6.00	4	17.00–6.00	3
3. Interier	Great	5	Good	4	Good	4
4. Price in the bar	Not high	5	High	3	High	3
5. The price of billiard services \$. / Hour	2,14	5	3,21	3	2,67	4
6. Advertising	Signboard, print, TV, radio	5	Signboard, print, TV	4	Signboard, print	3
7. Presence of protection	2 people, signal.	4	4 people, signal.	5	2 people, signal.	4

8. Number of billiard tables	10	5	8	4	6	3
9. Quality of billiard tables	Great	5	Great	5	Good	4
10. Bar	Yes	5	Yes	5	Only beer and soft drinks	4
Total	49		41		35,5	

So, according to the table, it is clear that the most important competitor is Abrikol. Then comes the "Three Balls". Our club expects to interest its future customers with low prices, a large room, the quality of billiard tables and their number, as well as a billiard school (in perspective), where everyone can learn to play billiards. Also in the plans of our club to organize a billiards competition in the city among non-professionals and make them regular.

## 4.7 Financial plan

To create a billiard club, it is planned to take a loan in the amount of 59 000 \$ for a period of 4 years at 15% per annum.

The loan is taken to cover the following initial costs:

1. Rent payments for 4 months is 7 500 \$
2. Costs for the purchase of basic and additional equipment  
 $17\,771 + 4\,887 = 22\,658$  \$
3. The cost of repairs is 18 000 \$
4. Advertising costs for 2 months is 1 356 \$
5. Costs for purchasing goods for the bar for the first month 8 263 \$

Table 6 Payments of loan amounts and interest Source: Own version

	1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> year	4 <sup>th</sup> year
Loan repayment amount	14 412 \$	14 412 \$	14 412 \$	14 412 \$
Payment % on loan	488 \$	488 \$	488 \$	488 \$

Table 7 Gross revenue of LLC "Billiard Club" for the year Source: Own version

Type of service	Revenues on weekdays (256 days), \$		Revenue per weekend (109 days), \$		Revenue amount, \$
	Time period, hours		Time period, hours		
	с 12.00 до 18.00	с 18.00 до 6.00	с 12.00 до 18.00	с 18.00 до 6.00	
Billiards	5 760	29 623	4 671	22 423	62 477
Bar	24 500	57 600	16 350	32 700	131 150
<b>TOTAL:</b>					<b>193 627</b>

So, the gross revenue for the year will be 193 527 \$. The table shows that the main income will be paid by the bar.

The club's income was calculated based on:

1. Average load of billiard tables in 45% on weekdays and 60% on weekends and holidays;
2. The average attendance of the bar on weekdays - 85 people a day, on weekends and holidays - 120 people a day. Also, when calculating income from the bar, it was taken into account that every person who visited the bar would leave an average of 200 rubles.

*Table 8 The initial value of fixed assets (excluding VAT) Source: Own version*

The main thing	Initial cost, \$
A pool table	12 300
Bar equipment (bar counter)	439
Audio equipment	1 098
Signaling	439
Sofa	293
A computer	366

Depreciation on fixed assets will be accrued on a straight-line basis over 4 years, that is, the depreciation rate per year will be 25%.

Amounts of depreciation deductions for 4 years can be analyzed:

*Table 9 Amounts of depreciation on fixed assets Source: Own version*

The main thing	Initial cost, \$	Depreciation, \$			
		1 <sup>st</sup> year	2 <sup>nd</sup> year	3 <sup>rd</sup> year	4 <sup>th</sup> year
A pool table	12 300	3 075	3 075	3 075	3 075
Bar equipment	439	110	110	110	110
Audio equipment	1 098	275	275	275	275
Signaling	439	110	110	110	110
Sofa	293	73	73	73	73
A computer	366	92	92	92	92
<b>Total:</b>	<b>14 936</b>	<b>3 734</b>	<b>3 734</b>	<b>3 734</b>	<b>3 734</b>

## 4.8 Organizational plan

Table 10 Organizational plan Source: Own version

<b>Position</b>	<b>Count</b>	<b>Salary (\$)</b>	<b>Payment</b>
Accountant	1	411	Monthly, the whole project
Barman	2	303	Monthly, the whole project
The operator of the service hall	1	339	Monthly, the whole project
Securities	2	179	Monthly, the whole project
Marker	1	286	Monthly, the whole project
Cleaner	1	107	Monthly, the whole project
<b>Total</b>	<b>8</b>	<b>2 089</b>	

## **5 Conclusion**

The conducted research has shown, that such kind of business as the creation of the Billiard Club is super-profitable, highly risky and promising. One of the main conditions for its functioning is the availability of sufficient investment for the purchase of high-quality equipment in order to attract and retain connoisseurs of the game, which is due to the objective economic and financial conditions of the Billiard Club. The opening of the Billiard Club will require the project manager to give in, high volition of strong-willed efforts, knowledge, tactical manipulation when issuing a license and other bureaucratic documentation, as well as realizing that this type of business requires careful work and significant capital investments. If the project manager understands and takes responsibility for creating an enterprise of this scale and character, assumes responsibility for the lives of people involved in the production process, then his intellectual, financial and personal investments will bring profit, and the enterprise will fulfill its immediate task, necessary for the economy and society for decades.

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