

**Czech University of Life Sciences Prague**

**Faculty of Economics and Management**

**Department of Languages**



**Bachelor Thesis**

**Creating an Optimal Business plan for Online Flower  
School**

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# **BACHELOR THESIS ASSIGNMENT**

Elizaveta Narodovskaya

Business Administration

Thesis title

**Planning and Launching an Online Business**

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## **Objectives of thesis**

The main objective of this work is to create an optimal business plan for a startup using the example of an online floristry school. Getting the maximum profit in the long term without serious risks by selling in-demand knowledge and achieving competitive advantages. Ways of predicting payback and costs and examining legal factors and customer input are also considered.

## **Methodology**

The methodology of the thesis will involve an analysis of market niches, product descriptions, and methods of marketing research, the formation of a sales system. The practical element of the thesis will describe a plan for an online floristry school which will involve: organization, finance, and a detailed productivity analysis.

## The proposed extent of the thesis

30-40 pages

## Keywords

floristry, market volume, minimal risk coordination, market niches, optimal business plan, online floristry school

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## Recommended information sources

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SUTTON, Garrett, 2013. Writing Winning Business Plans: How to Prepare a Business Plan That Investors Will Want to Read – and Invest In (Audio Book) Hachette Original. ISBN 13 978-1619697270

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Prague on 14. 03. 2023

## **Declaration**

I declare that I have worked on my bachelor thesis titled "Creating an Optimal Business Plan for Online Flower School" 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 any copyrights.

In Prague on 15.03.2023

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## **Acknowledgement**

I would like to thank John McKeown and all other persons, for their advice and support during my work on this thesis.

# Creating an Optimal Business plan for Online Flower School

## Abstract

The main objective of this work is to create an optimal business plan for a startup using the example of an online floristry school. Getting the maximum profit in the long term without serious risks by selling in-demand knowledge and achieving competitive advantages. Ways of predicting payback and costs and examining legal factors and customer input are also considered.

The methodology of the thesis will involve an analysis of market niches, product descriptions, and methods of marketing research, the formation of a sales system. The practical element of the thesis will describe a plan for an online floristry school which will involve organization, finance, and a detailed productivity analysis.

In her conclusion, the author highlights that it will take 1.67 months to recover the initial value of investment; it will be sufficient to sell just 7 courses per month to achieve the break-even point and net margin will be approximately equal to 62 %. Thus, the author, based on his evaluation of the proposed project, concludes that is worth accepting the project and initiating the startup as soon as possible.

**Keywords:** financing, entrepreneurship, competition, business plan, SWOT, customers, tax laws, consulting, advertising

# Vytvoření optimálního obchodního plánu pro online Květinovou školu

## Abstrakt

Hlavním cílem této práce je vytvořit optimální obchodní plán pro startup na příkladu online Floristické školy. Získání maximálního zisku v dlouhodobém horizontu bez vážných rizik prodejem znalostí na vyžádání a dosažením konkurenčních výhod. Zvažují se také způsoby předvídání návratnosti a nákladů a zkoumání právních faktorů a vstupů zákazníků.

Metodika práce bude zahrnovat analýzu tržních výklenků, popisů produktů a metod marketingového výzkumu, vytvoření prodejního systému. Praktický prvek práce bude popisovat plán online Floristické školy, který bude zahrnovat organizaci, finance a podrobnou analýzu produktivity.

Ve svém závěru autorka zdůrazňuje, že obnovení počáteční hodnoty investice bude trvat 1,67 měsíce; k dosažení bodu zvratu bude stačit prodat pouze 7 kurzů měsíčně a čistá marže se bude přibližně rovnat 62 %. Autor tedy na základě svého hodnocení navrhovaného projektu dochází k závěru, že stojí za to Projekt přijmout a zahájit spuštění co nejdříve.

**Klíčová slova:** financování, podnikání, konkurence, podnikatelský plán, SWOT, zákazníci, daňové zákony, poradenství, reklama

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## List of abbreviations

**EBIT**.....Earnings before interest and expenses

# 1 Introduction

The author has been working in the area of floristry for more than 5 years now in different positions, starting with just an ordinary assistant and reaching the strategic manager of a flower shops in Prague, the Czech Republic.

However, the author wants to expand the concept of floristry in the Czech Republic and assess whether her idea of opening an online school of floristry would eventually pay off in 2022-2023.

Floristry, the art and practice of creating floral arrangements, has been an integral part of human culture for centuries. The use of flowers for aesthetic and symbolic purposes can be traced back to ancient civilizations, and today floristry has evolved into a lucrative industry with a growing demand for skilled professionals. In recent years, there has been a significant surge in interest in floristry as a career choice, particularly among young individuals with a creative flair and a passion for design.

This bachelor thesis aims to explore the feasibility and potential benefits of opening a floristry school online. The objective of this study is to provide a comprehensive analysis of the current state of the floristry industry, identify the gaps in the market, and evaluate the potential for a successful floristry school in the online segment.

## **2 Objectives and Methodology**

### **2.1 Objectives**

The main objective of this work is to create an optimal business plan for a startup using the example of an online floristry school. Getting the maximum profit in the long term without serious risks by selling in-demand knowledge and achieving competitive advantages. Ways of predicting payback and costs and examining legal factors and customer input are also considered.

### **2.2 Methodology**

The methodology of the thesis will involve an analysis of market niches, product descriptions, and methods of marketing research, the formation of a sales system. The practical element of the thesis will describe a plan for an online floristry school which will involve organization, finance, and a detailed productivity analysis.

## **3 Literature Review**

### **3.1 Developing a Business Plan**

#### **3.1.1 Idea**

A project, a small corporation, or a huge organization can all benefit from having a business plan that details the actions that will be taken in the process of its development. It enables one to investigate potential approaches to running a firm, evaluate potential threats, and compute initial costs in addition to first income. Since a business plan is a specific document that is methodically prepared, has a clear structure, and contains well-calculated information that defines the goals of the entrepreneur and the strategies for achieving those goals, it is important to have a solid plan in place before starting a business. It is essential to keep in mind that the process of developing a business plan itself compels the developer to examine the project objectively and critically in order to evaluate it in a manner that is at least approximative (Jacobs, 2004). This is because in order to control and manage an organization (or one's own business) when utilized properly, a business plan not only makes it possible, but also makes it possible to control and manage an organization when it is used properly. The business plan acts as the foundation for determining the answers to the following issues, including whether or not it is sensible to invest in this project and whether or not it will generate sufficient revenue to return all of the time and money that was invested.

The author of this work is responsible for determining the aspects of the business strategy that need to be included. The following information can be found within the business plan:

- The person who started the initiative.
- Product or service descriptions
- Investigating the market.
- Marketing strategy.
- Calculations of the economic impact of business activities
- the usefulness of the idea.

In the process of drafting and analyzing a business plan, the objective of an investor or an entrepreneur is to graphically monitor the veracity of the intended business concept, to

evaluate their skills (including financial ones), and to forecast the economic advantage that will result from putting this idea into action. It is essential that this document be created in as realistic a manner as is humanly possible, without any attempt to withhold key facts or "alter" it to attain the intended effect, as doing so would only serve to deceive customers, which could result in financial losses (Braucher, 2006). As one continues to move forward with the actual implementation of the company strategy, it is possible that a number of adjustments may become necessary. These modifications will be determined by the circumstances and scenario that now exist. In addition, it is of the utmost importance to have an understanding that there are two distinct kinds of business plans. If one of these plans is intended solely for the company's internal operations, the document that is associated with the plan will outline the significant steps that are required in order to accomplish the goals (Bullen, 1981). Additionally, it details the specific tasks and responsibilities of staff personnel, as well as the links that exist across different departments. Users of this kind of business plan are better able to evaluate the contributions made by each team member and acquire an understanding of how to avoid making mistakes while working toward their objectives. Whether it is for the implementation of an idea inside of an existing organization or for the planning phase of beginning a new corporation, developing a business plan entails a number of intricate elements and considerations. This is true regardless of whatever scenario is being discussed.

Professionals cannot disregard the importance of a marketing strategy, which provides the ability to calculate the total amount of money that will be invested in the realization of an idea (Fifield, 1998). It may be a significant start-up endeavor for the execution of production, or it may be a long-term concept that the company intends to include into its principal operation within a specific time frame. In either case, it may be regarded as a long-term concept. For instance, the production of a line of self-driving automobiles through the use of artificial intelligence may be viewed as the beginning of a new path at a car manufacturing plant. This may be considered the start of a new direction. In addition, this industry has a separate target business plan outside its primary business plan. The target business plan is a one-time, additional initiative to the main business plan. This component of the company plan will, for the most part, enhance the previously produced strategy by providing information that spans all internal and external aspects and characteristics. This section will focus on the internal components and characteristics of the corporation. This

material may cover the entire framework for producing targeted advertising as well as any other type of market targeting, despite the major disparities in market size between industries. As the business plan acts as the company's foundation, it spells out a number of objectives for the company to fulfill and also generates a substantial database. Following the presentation of an explanation of the internal business plan's concepts, the next step is to describe the components of the external business plan, which has its own set of responsibilities and objectives. A business plan geared at prospective investors is the component of this phrase that relates to the outside world. This plan is a document that presents the findings of market research, a variety of options for development methods, and the amount of capital that will be required. The collected data should be adequate to persuade potential investors to invest in the project so that it can proceed.

A business plan is a document that is developed in order to obtain a bank loan or a loan from a financial institution. A business plan is necessary for loan applications at financial institutions. The success of the company concept, as well as the payback and profitability of the project, are described, exactly as they were in the previous business plan. There are examples of industrial research presented. It is crucial to emphasize that all information should be centered on these two indications, so that the bank is aware of the circumstances for the return of money and the percentage that the bank will guarantee.

A second type of business plan is intended to facilitate the sale of a company; however, given the circumstances, this type of plan is not very useful; therefore, it will be necessary to evaluate the usefulness of developing a business plan that is tailored to the personnel and infrastructure of the enterprise.

### **3.1.2 Effects on Enterprise**

At the moment, the practice of business planning not only focuses on the external means of its development (the business model is centered on creditors, investors, and associates, etc.), but it also develops practices that encourage the implementation of the business plan for internal planning, where it serves as financial corroborating evidence of investments of the firm, the company in its development, in particular - in working capital. The objectives listed below are a few examples that could be in a business plan:

- development of new markets and (or) new goods (products);

- study of the capacity and prospects for the development of the future sales market;
- assessment of costs for the production (sale) of goods;
- building a pricing policy for this product, taking its competitiveness into account;
- assortment diversification;
- financial recovery of the firm or company;
- expansion or modernization of the production process;
- opening of new lines of business; • participative management.

A business plan that is designed for use by a corporation should contain information about the present economic status of the firm or company, such as the firm's or company's strengths and weaknesses. When this is done, the route that working capital will take may be identified with absolute confidence. In-depth analyses of the organization's essential financial facts, information on resource allocation, performance statistics, and the areas of expertise of the persons responsible for execution are carried out in order to guarantee that the plan will be carried out without a hitch. Implementing stringent investment management is necessary for the organization if it is to avoid financial losses and preserve the confidence of its workforce. Janis Consulting, our management consulting firm, will provide assistance in finishing an accurate analysis of the company's current situation and in developing an internal business strategy. Internal business planning and external business planning are separated by a thin line. The justification of investments in working capital is carried out on the basis of own finances, which are aimed toward the growth of the organization both in the present period and in the future. This growth is intended to take place either in the immediate future or in the distant future. The use of financial resources to finance a business plan that is intended for internal consumption is possible, but only if the company is willing to make an investment in working capital.

Therefore, the establishment of a trade organization should be the primary focus of internal business planning. Specifically, these objectives should be met:

- expansion of the range;
- opening of a new line of business;
- provision of a new service;
- retention or development of sales markets and so on.

This sort of business plan is distinct from the one that is currently being used due to its more particular target orientation, elaboration on the project finance sources, concentration on the market segment, distribution routes, and modes of sales promotion. Every single one of its indicators is significant, and their values are arrived at after taking into consideration an analysis of both the external and the internal environment of entrepreneurial activity. An investigation of the present circumstances (condition) of a shopping center serves as the foundation for the company growth strategy. The contributors to economic expansion are also scrutinized in this study. It is essential to provide the appropriate amount of attention to good developments. It is of equal importance to offer information on the unfavorable characteristics that have a detrimental impact on the results of operations.

## **3.2 Floristry**

### **3.2.1 Concept**

Before really starting to describe the concept of the organization chosen by the author of this work, it is important to first address the circumstances under which this conception originated. This should be done before continuing to explain the concept of the organization. Before moving on to discuss the goal of the company, this task must first be completed. Over the course of the previous two years, there have been significant advancements achieved in internet marketing. There are quite a few things that may have led to this, including the beginning of a pandemic, which led to a lockdown and caused a significant number of people all over the world to lose their jobs (Vichova, 2021). Quite a few things could have led to this, including the beginning of a pandemic. Because clients ceased patronizing their company once it was announced that quarantines would be implemented in a number of countries, significant headway was made in the field of sales and marketing at precisely the same time. As a result of the introduction of quarantines in a number of nations, a significant number of companies were unable to realize their potential for generating money since clients stopped shopping at their establishments. It is tough to locate the positive sides of this circumstance; nonetheless, this has had a significant impact on the fact that many businesses have started manufacturing and selling their products online as a result of this. And as a direct result of this pattern, which has continued for the last two years, a large number of businesses that provide particular services only online have created and launched operations in recent times (Picard, 2009). This pattern has been consistent over the past two



years. The author of this work has the goal of establishing a successful business in internet marketing, which is only one of the several subfields that fall under that “umbrella”. Similar to other scientific fields, floriculture has its own set of regulations and guidelines that must be observed. If team don't grasp the fundamentals, it won't be able to produce an appealing flower arrangement that will make the buyer want to buy it right away and gift it to someone they care about. The following is a list of some of those rules:

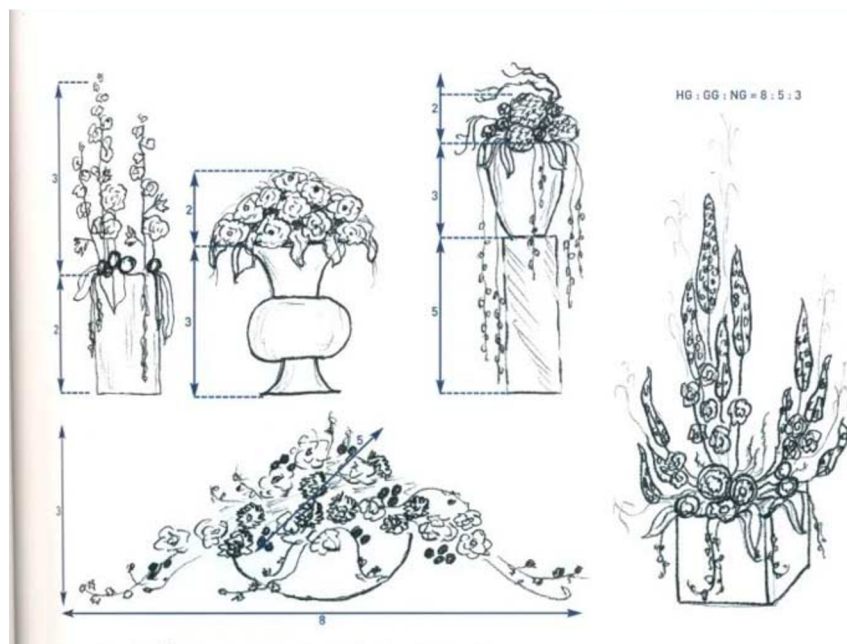
1. Every piece of work ought to be predicated on an idea, and its layout ought to be determined by three dimensions: breadth, depth, and height.
2. When putting up a composition or a bouquet, paying close attention to proportions is of the utmost importance.
3. Make sure that the emphasis is placed on the primary component that will draw all of the focus to itself.
4. The change in the composition's movement or rhythm assures the employment of colors that vary in terms of their sizes, forms, and hues.
5. It is essential that the bouquet has the appearance of equilibrium and consistency.
6. It is necessary to keep the equilibrium between the top and the bottom.
7. A successful endeavor requires that harmony permeate all aspects of it.
8. Color may convey a great deal of information, including how to highlight the flavor of the florist and, eventually, the person who is giving the bouquet, as well as how to indicate the absence of taste.

The composer of the piece put more effort into it if it was novel and challenging rather than simple and straightforward. Today, a variety of tools and improvised elements are used to bring numerous fantasies and ideas to life. These include a sponge and test tubes for flowers, which allow heads without stems to keep their freshness for a long time, wire, which gives rigidity to the structure and the shape conceived by the creator, and many other elements. To provide just one illustration, it is not feasible to make a bridal bouquet without the use of tape. Floristry, often known as floral design, is the art of creating bouquets and other compositions using a variety of natural materials, including but not limited to flowers, leaves, herbs, fruits, and so on. Some people are able to successfully build flowers out of dried fruits, plush toys, candy, and even socks. Anyway, it is impossible to imagine the beginning of a relationship between a couple, birthdays, or even sad occurrences in the absence of bouquets, since they are one of the most fundamental components of any celebration. Fresh flowers are a popular choice for many individuals to employ when it

comes to decorating the venue for social occasions. Because of this, similar salons almost always find customers even when the growth season isn't at its peak, and they do so regardless of how the economy is doing in the nation as a whole. On the other hand, a lot of people take pleasure in growing flowers in their own gardens at home or at country houses. That program was formed on the premise that anyone interested in floristry should have the opportunity to further their studies and acquire new skills. This essential principle of the organization's mission may be summarized as follows: because the author company offers courses and video tutorials that can be accessible via their website.

For instance, one of the most significant topics that prospective clients will be able to acquire through video courses is how to employ the Golden Ratio, which is the fundamental

**Figure 1, Golden Ratio**



principle that every florist must adhere to. It implies that the composition's harmony is produced by adhering to specific proportions throughout assembly. Floral ratios are 2:3 and 3:5:8. Scale Consider vase height when arranging flowers. 2:3 is ideal. The huge container and flowers will be three sections tall. Flowers have three parts, whereas the vase has two. Bouquet proportions are estimated from the center. Ideally, 3 to 5 Base has 3 parts, apex has 5. Length is proportional to the vessel's base or diameter. For horizontal compositions, height-to-length ratio is dictated by vessel height. Beginner florists can benefit from copying seasoned florists' compositions and proportions.

Source: Carlisle, 2019

### 3.2.2 Services

Everything is rather straightforward in terms of the services that the author's company will provide since the production of video lectures is probably going to be the most important and the only service that they will offer. Even though it may appear to be a rather simple activity, floristry actually entails a sufficient number of situations, procedures, and unique components that are challenging to grasp for the first time. Despite the fact that everything appears to be pretty straightforward, floral arranging is actually a rather complex activity. To begin, taking video courses will educate potential clients on the current state of the industry as well as the steps necessary to launch a successful career in this sector. When it comes to establishing or deciding on a profession as a florist, the author's company will provide each interested customer with the information and knowledge they require in order to construct a career as a florist. The next essential component that can be acquired through the use of video courses is information regarding plants and flowers. This essential module will provide all of the essential details regarding botany and biology in terms of their application in the field of floristry, from flowers to diseases, as well as guidelines for the purchase and storage of seeds and flowers. In addition to providing video training, the organization will also provide clients that approach it with potential business models or technology that the client may apply in the course of their floristry career. In addition, the customer will have the opportunity to acquire knowledge on fashionable flowers, fillers, and greens, as well as all of the most recent developments in the field of floristry. During this class, participants will learn about contemporary floristry as well as the flowers and natural materials that are most typically used when putting up a spectacular bouquet or arrangement. It is important to keep in mind that the principles of design and style in floristry, in addition to the design concepts, will be discussed in this circumstance. This knowledge module will cover a variety of topics, including but not limited to design characteristics, Western and Eastern influences, mass arrangements, balance, scale, color, and size. It's possible that the construction of floral arrangements will become the primary focus. These arrangements won't just be a standard bouquet, but they'll also be designed for specific occasions, like special holidays and dates, weddings, or even just for the purpose of conveying a particular feeling. Mourning floristry is one of the many sub-specialties and sub-branches of floristry. These video courses will also include mourning floristry as a sub-specialty because it will help potential clients learn the traditions that are associated with funeral flowers, help them

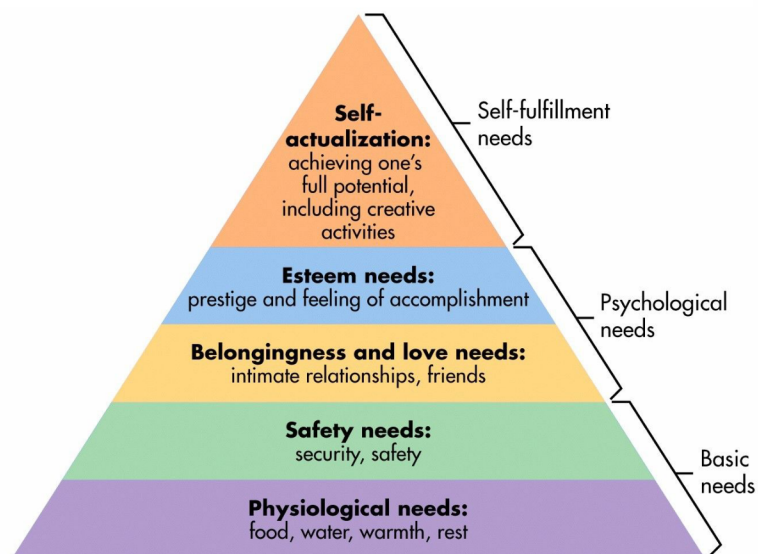
choose flowers based on their meaning, and teach how to create a funeral wreath, composition.

### 3.2.3 Target audience

One of the main goals of creating and even moving to the marketing side of things that are included in a business plan is to target an audience that will be interested in this product or service that the company provides. The definition itself already hides the main secret of success and one of the biggest mistakes of any business.

In business and in advertising, the team always needs to go from the needs of a person (more precisely, a user) and develop a product for it. Demand creates supply, one of the most popular phrases in this context. Therefore, first the product managers of the company will need to identify and analyze the target audience and only then create a product, advertising, and loyalty program for it. But the work with the analysis of the target audience does not

**Figure 2, Maslow's pyramid**



end there, it must be done constantly - as long as the product is being used or its advertising is going on. In order to still determine target audience, it will be necessary to take a product and describe what needs of the audience it covers. It is important to describe everything here - go beyond the obvious. Of course, in this case, the product management team can follow Maslow's pyramid, where the most obvious things will come at its base, and something interesting will start to emerge closer to the top (Stephens, 1998).

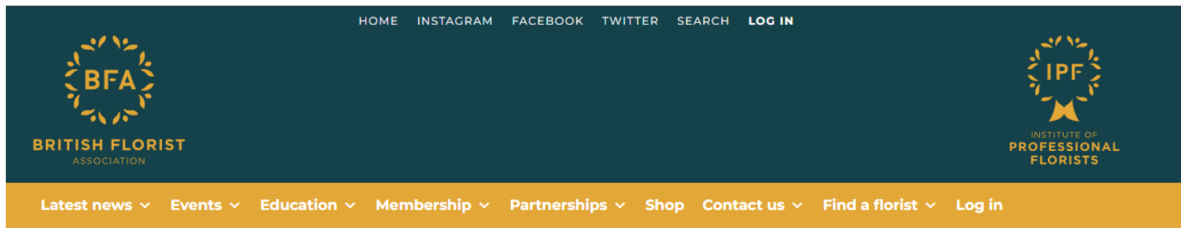
Source: Matei, 2012

### **3.2.4 Competitors**

When building a business strategy, one of the most prominent components is the analysis of the market of competitors, as well as the examination of the aspects that those competitors employ, in whatever form and method they do it. When designing a business strategy, one of the most important steps will be to simultaneously conduct a market analysis and an analysis of the activity of one or more competitors. When analyzing the work of competitors, it is crucial not to lose sight of the fact that the most important aspects of a business plan are the concept and the product that will fill a market vacuum produced by consumer demand. Due to this, many of company competitors may have one or more qualities that distinguish them in the sector, and the possession of such a feature is the key to the success of nearly every organization. In any case, given the settings and circumstances surrounding this type of commercial activity in the Czech Republic, it is impossible to identify specific sites or locations with a similar concept and business strategy. This is because there are few locations in the Czech Republic that do this type of business. This idea and business category is not

#### **Figure 3, British Florist Association Website**

nearly as established as it should be in the Czech Republic. In the field of floristry, the Czech Republic offers a rather limited variety and saturation of concepts (Rohac, 2020). In this field, there are only museums of floristry and decorative art, as well as various gardens located throughout the Czech Republic. In the case of the author's business plan, the fact that this floristry school will be online and use video courses and interactions with experienced florists might be singled out. This clearly diminishes the significance and value of the school's location in comparison to other variables that carry more weight. As a result, the author of this work will include some examples of schools in various nations that teach floristry in order to paint a thorough picture of the floristry school industry. The British Florist Association, which is also known as the Institute of Professional Florists, is the first example of this. This organization provides its members with a variety of opportunities, solutions, and exciting methods to enhance their floristry professions (Colin, 2009).



## European Floristry School

Every 2 years the BFA run a 3 day workshop with some of the most exciting designers from around the globe. We find the best of the best to come and inspire you. This workshop is aimed at professional florists who want to spend creative days with their peers and learn in small groups from international amazing floral superstars. It's an event not to be missed and everyone goes away with fresh inspiration.

We run our school from Moreton Morrell College with their fabulous support and always enjoy an optional meal out together as a group on one of the nights. There are plenty of hotels around but we give out all the info you'll need to attend, lunches are included as well so you can come and simply enjoy the creativity. You need only yourself and a toolbox!

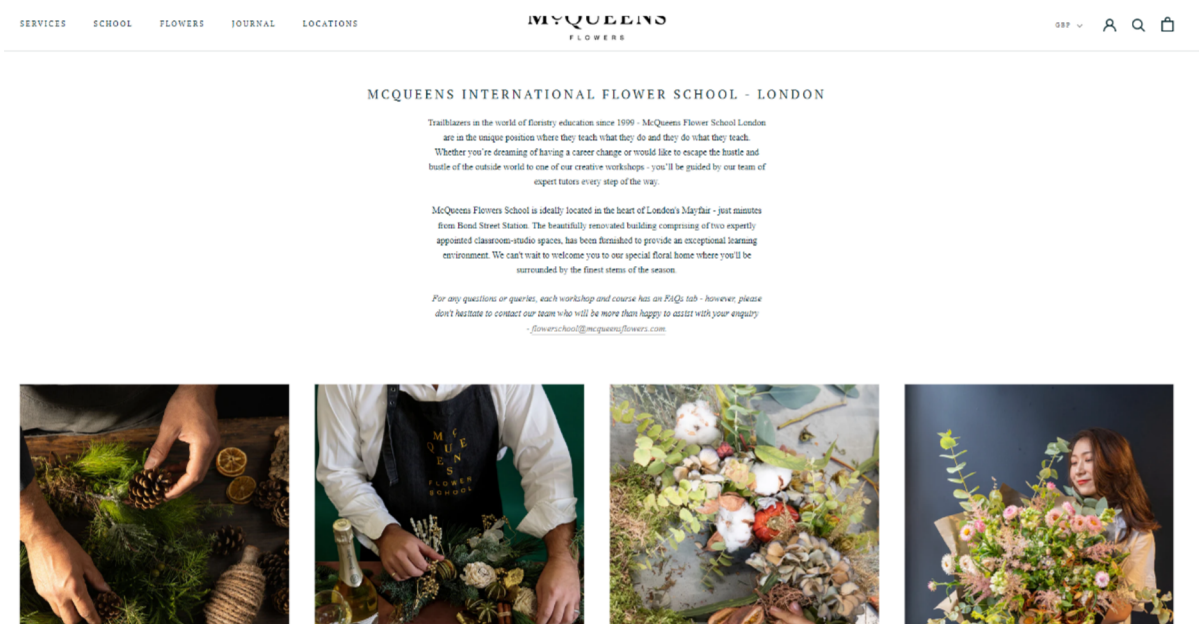
Our next workshop will be in 2024 and when we have the designers booked we will have all the info right here.

Having just run our 2022 school you can read all about it in our post!

Source: British Florist, 2022

The Flower School in London, which acts as McQueen's Flowers' training site, is also noteworthy. Because it has many sites in some of the world's most major cities (Seoul, New-York, and London), this institution is perhaps one of the best-known in Europe. It provides roughly the same variety of services as the previous example.

## Figure 4, McQueen's Flowers Website

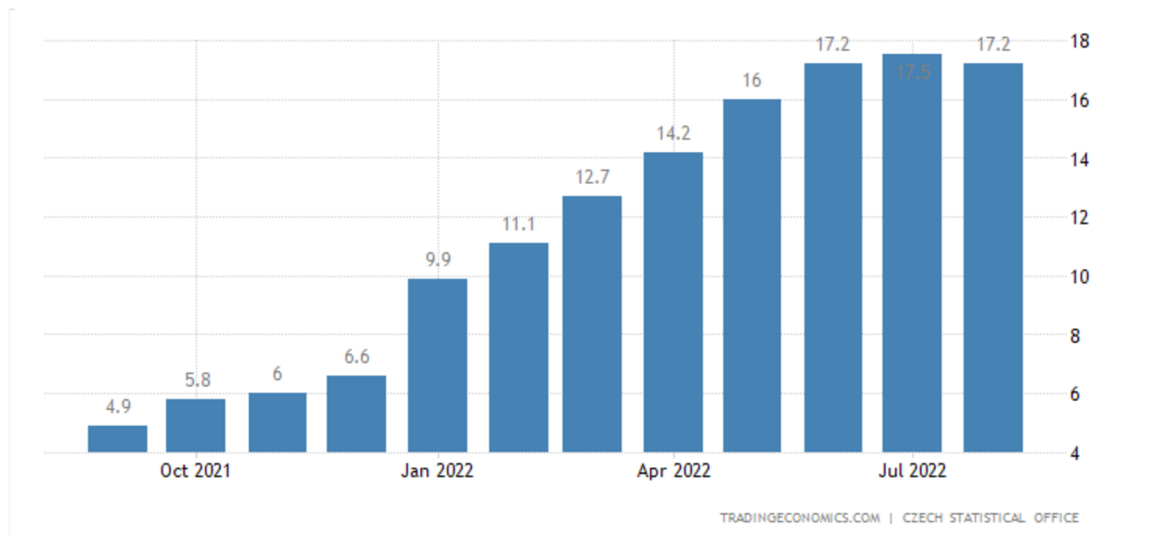


Source: McQueen Flowers, 2022

### 3.2.5 Business environment

Managers observed that floristry instruction and this company area are not popular with the general people; yet this trend is acquiring more and more adherents worldwide. In this circumstance, it was decided to build a floristry school in the Czech Republic, which has its own set of legislation and economic conditions. On the other hand, experts are unable to claim that these conditions in the Czech Republic are significantly superior to those in any other nation. Along with the rest of Europe, the Czech Republic is experiencing difficult times, rising inflation, firm closures, and costly power bills, all of which contribute to a climate in the country that is not conducive to the establishment of a business.

**Figure 5, Inflation rate in Czech Republic**



Source: Trading Economics, 2022

Because of this, the expansion of the movement of businesses and items online has gotten a great deal simpler and more cost-effective. Again, must not forget that the pandemic and coronavirus have caused enormous damage to practically all of the state structures, not just in the Czech Republic but all over the world (Laboutková, 2009). There is little question that the effects of this occurrence will continue to reveal themselves in many ways. The pandemic "assisted" in the quick and broad growth of work that does not require a permanent office location, like as online sales. For instance, people started working from home more regularly, which was one factor that contributed to the growing popularity of online courses (Crawley,

2009). As was said in the chapter before this one, it is imperative that one does not ignore the circumstances that exist inside the markets of one's competitors. It is challenging to convey the current situation of the floristry sector since the business environment for this particular segment is not very robust and there are not many instances that are sufficiently large. In the Czech Republic, floriculture is considered to be a specialty that is rather limited, and one might make the case that, at the present moment, this specialty has a similarly constrained level of appeal beyond the borders of the Czech Republic as well (Więckowski, 2020). As a result, the choice made by the author to open a floristry school in the Czech Republic carries with it a high potential for developing into an operation that is moderately lucrative.

### **3.2.6 Legislation**

Of course, the author of this work will not forget about the legality and how the law reacts to this type of income and doing business through the sale of online video lessons on the topic of Floristry. But this type of activity is regarded by law as a simple consultation, which consists in providing video lessons from experts and teachers of floristry. At the same time, this activity is academic. Due to these factors, in order to work in the Czech Republic, the citizen need to open a company in order to avoid unnecessary expenses (Solomon, 1999).

## **3.3 Start-up evaluation**

### **3.3.1 Lean Canvas**

A business strategy and the fundamental model of its construction will be designed using the Lean Canvas template. At first glance, it appears to be a fairly straightforward method of distributing the most significant responses to the nine blocks of critical questions, but it is actually a ridiculously complex process for answering these important questions because one of the most crucial guidelines when using the lean canvas technique and writing a business plan is complete honesty in the responses. Yes, it may seem a little childish, but simplicity and honesty are the cornerstones of a business that wants to not only achieve its objectives but also develop with the sales of the product and brand awareness, along with the activities of the firm in the market. Perhaps the first error in developing any plan is attempting to embellish and smooth over sharp edges, which results in the fact that minute details produce the very cracks through which the task's ultimate failure seeps. That is why



lean canvas's simplicity is so well-liked and, at the same time, a really effective experience for any team. The lean canvas itself is a template made up of the nine blocks that are seen below.

**Figure 6, Lean Canvas Template**

<b>1</b> <b>PROBLEM</b> Top 3 problems	<b>4</b> <b>SOLUTION</b> Top 3 features	<b>3</b> <b>UNIQUE VALUE PROPOSITION</b> Single, clear, compelling message that states why you are different and worth buying	<b>5</b> <b>UNFAIR ADVANTAGE</b> Can't be easily copied or bought	<b>2</b> <b>CUSTOMER SEGMENTS</b> Target customers
	<b>8</b> <b>KEY METRICS</b> Key activities you measure		<b>9</b> <b>CHANNELS</b> Path to customers	
<b>7</b> <b>COST STRUCTURE</b> Customer Acquisition Costs Distributing Costs Hosting People, etc.		<b>6</b> <b>REVENUE STREAMS</b> Revenue Model Lifetime Value Revenue Gross Margin		

Source: Nidagundi, 2017

The very first block that should be approached is to find out the **key problems** of the target audience that the product that the company creates or sells will solve. Of course, in order to increase the possible success and correctness of the business plan, it is necessary to choose those problems that are “worthy” of a solution, because not all problems that the target audience may have been solvable or otherwise. Often, an inexperienced team starts filling in the lean canvas by identifying the strengths of the product and its features, but to ensure maximum effectiveness, it is necessary to start with the problems, since only by knowing them, the company can create or improve an existing product.

The next stage of filling in the lean canvas is the block of the segment of the **target audience**, which has the problems that were indicated by the block earlier. The more acute the problem, the more it will require money, so providing information about the target audience segment is insanely important. This segment is also determined by simple data,

such as gender, age, geography of residence, marital status, but it may also be associated with some kind of scenario that creates a certain problem.

The next block to fill in is the **Unique Value Proposition** block, which is a simple explanation of why the product the company is going to produce is unique in the market and why users should buy it. This block has a strong enough importance, but at the same time it should look quite simply, since it should include such elements as what is the problem and what is the value of the product.

The next sector is the fourth in order for a reason, as many startups and product ideas begin with the definition of a **solution** idea. The order of filling in the lean canvas, to put it mildly, makes the company that decided to use this technique first of all thinks about the problem and the target audience, and only then, based on this data, create a solution. In this block, also need to indicate not only several types of solutions to a particular problem, but also indicate how the product will solve this problem.

The next step in filling is the **unfair advantage**, which will answer a fairly simple question - If the idea can be repeated, then what is the feature of the proposal? This stage is connected with the fact that any idea can be repeated if the product is popular and in demand. If author of this work will touch on this block in a little more detail, then usually unique technologies, unique intellectual property, exclusive contracts, licenses, access to unique natural resources, unique geographical location, patents, brand, customer base and other hard-to-copy business components fall into this sector.

The next step is the **sources of income**, which is responsible for how the product created by the company will make a profit. In this block, it is important to indicate those stages and sources from where money and resources will come. Who will pay, for what, how much and for how long? Any product has many options for monetization, so at the stage of filling out the Lean Canvas, it is useful to discuss and evaluate different options. The most popular monetization models are subscription, direct sales, transactional model, advertising model, etc. After this stage, it is logical to move on to the cost structure block. Having answered the questions related to the receipt of money, it is also necessary to indicate the ways in which this money will be spent to ensure life and efficient production of the product.

Therefore, it is necessary to record the main **revenue streams** to ensure the operation of the product. As a rule, this block indicates the main items of expenditure: wages, rental of premises, production costs, IT infrastructure support, marketing, advertising, etc. In this block, author of the work will not indicate absolutely all items of expenditure, this is not a

financial document. The main task is to show the total size of expenditure items in order to evaluate the economy and the proposed investment.

The penultimate block is the **key metrics** that will enable the company and product managers to answer the question of not only the progress and development of the product on the way to the set goals, but also regression. In a customer-centric approach to building products, it is important to know which metrics reflect customer value. For example, for Spotify, this is the number of minutes of listening to music - the more a user listens to music, the better Spotify's algorithms work. Also in this block, key business indicators of the product are indicated, for example, the size of the cost of production, the cost of attracting customers, the lifetime of customers with the product, revenue, etc.

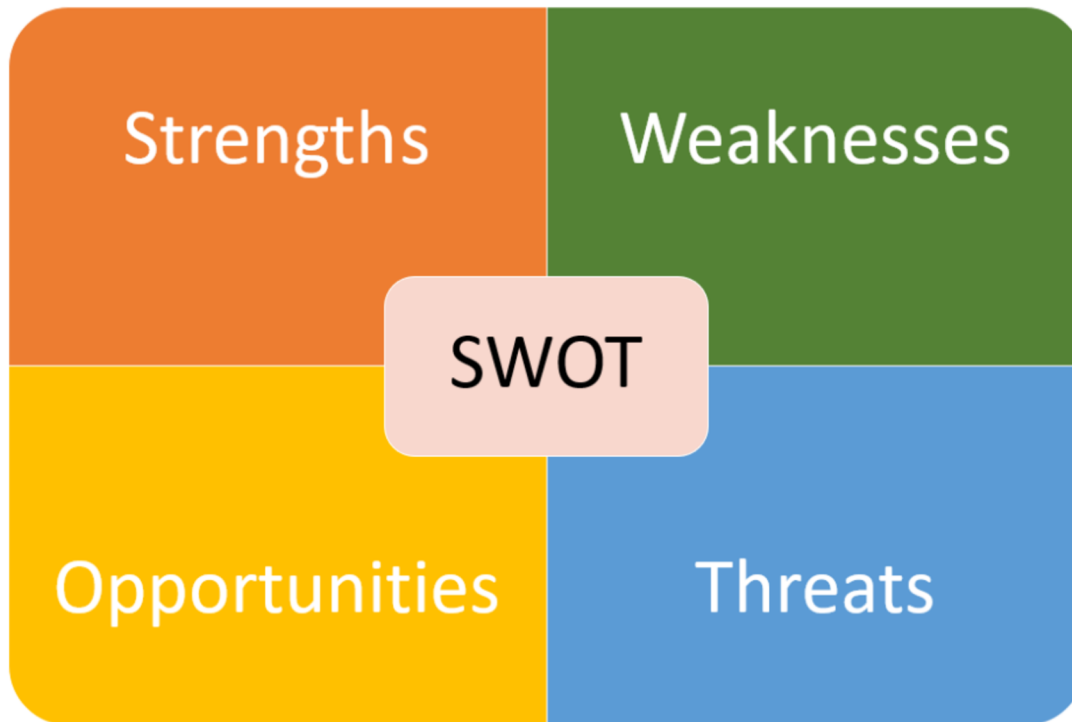
The final stage of filling the lean canvas is the **channel** block, which is the paths that will convey the value proposition and the company's product to the target audience and attract potential buyers. From the point of view of product economics, channels will help to understand the cost of attracting a potential client, as well as the potential income per client and the capacity of this channel, in other words, the number of potential buyers in this direction. Here need to be identified no more than three potential acquisition channels, and it is important to start with those that will allow the company to reach out to early adopters (Nidagundi, 2017).

### **3.3.2 SWOT**

The primary objective is to create a business plan for the expansion of a company or facility, making sure that all important variables have been taken into account, including the

factors that will drive successful growth while also taking into account internal and external prospects.

**Figure 7, SWOT-Analysis**



Source: Madeiro, 2017

SWOT analysis is suitable for designing a strategy for a new enterprise, company, service, product. Often, the algorithm is also used for introspection of personal and professional growth. It is also used for competitive intelligence in a niche. For example, the analysis helps to segment the available offers on the market according to the degree of their demand among the target audience. It is important for any business to really see the levers that it can manage - the company's internal resources, as well as to understand the factors that are outside the impact zone - external threats. Simply understanding these points already saves budget and time. And the SWOT analysis suggests that for the successful development of a commercial project, the following characteristics must be taken into account:

**S** - strengths. These are advantages, values, unique skills. Due to this, the company increases sales, presence in the market, feels confident in the competition.

**W** - weaknesses. Disadvantages, where and in what product lose to competitors. These characteristics hinder the growth of profits, hinder development, pull back.

**O** - opportunities. These are the levers that are in the hands of the business and can be directly influenced. For example, staff development, etc.;

**T** - threats. Difficulties, external factors that do not depend on the decisions company makes (Madeiro, 2017).

### **3.3.3 Budget**

The next step on which the team of product managers and the company will have to think is the calculation and preparation of the approximate budget of the company and the costs of certain needs, contracts, advertising, etc. Some call it a financial plan, but its essence remains the same.

In this case, it will be necessary to carry out analyzes and make forecasts of sales volumes and cash flows, profit, and loss estimates. The sales forecast should give an idea of the market share that the company expects to win with its products. For the initial period of production (the first year of the project), it is good to have a preliminary agreement with customers about future sales. Starting from the second year, the sales forecast is already based on assumptions. It is important that they are realistic and not embellished. Profit and Loss Forecast (Profit and Loss Statement) is a document with a fairly simple structure. It includes the following indicators:

- sales proceeds,
- production costs,
- total profit,
- general operating expenses,
- net profit.

The purpose of this document is to show how the profit of the enterprise will change and form. A budget calculation is how detailed expenses are combined with projected revenues for the business. Now that the company and production have a monthly cost and income plan, it remains to subtract one from the other and see if the company reaches the break-even point and the payback point, which will come in one year.

### 3.3.4 Break-Even Point

The break-even point is the volume of production or sales at which income equals expenses, and the business is operating "to zero". To calculate the break-even point the data can be in money or pieces. To do this, the company will need to know the price of the finished product or service, fixed and variable costs. If the company has a large assortment, the calculation may require the number of sales of different product groups or their share of sales in the total volume. In this case, fixed costs do not depend on the quantity of goods produced. Typically, these include rent, security, utility bills, fixed advertising costs. They are calculated for a certain period, for example, a month. In fact, these costs can also change. The volume of production increased, a large warehouse was required, because of this, the rent increased. Therefore, it is more correct to call them conditionally constant. And at the same time, variable costs change depending on the volume of production. These are materials, packaging, and shipping costs. This indicator is calculated per unit of production. Expensive investments do not affect the calculation of the break-even point, they are returned to the owner after the business has begun to generate profit. If an entrepreneur has bought a machine, machine, or business premises, he should not include these costs in the calculation (Kampf, 2016).

$$\text{Margin} = (\text{Price} - \text{Variable Costs}) / \text{Price} \times 100\%$$

$$\text{Break Even Point} = \text{Fixed Costs} / \text{Marginality}$$

The result of this calculation will be the break-even point in money. To calculate the break-even point in physical terms need to divide the resulting amount by the price of the product.

### 3.3.5 Study of Business Environment

This section, as a rule, is devoted to research and analysis of the market, competition on it, etc. First, market research is aimed at identifying today's consumers of products and services and identifying potential ones. The priorities that guide the consumer when buying

are determined - quality, price, time and accuracy of delivery, reliability of supplies, after-sales service, etc.

As part of market research, market segmentation is carried out, the size and capacity of markets for the company's products are determined. Market segmentation refers to the allocation of individual parts (segments) of the market that differ from each other in the characteristics of demand for goods (services), i.e., the breakdown of consumers by motivation and other characteristics. The size of the market is the territory in which the sale of goods (services) of the enterprise takes place.

Market capacity - the volume of goods (services) sold on the market during a certain period. The market capacity during planning is calculated in monetary and natural terms. Knowing the capacity of the market and the trend of its change allows us to assess the prospects of the market in the planning period. For example, a market seems unpromising, the capacity of which is insignificant compared to the production capacity of the enterprise. In this case, the income from sales on it may not compensate for the costs of introducing it to the market and the costs of manufacturing products. At the same time, the large capacity of the market may not always determine the planned sales volume. In this case, one has to take into account the severity of competition, the degree of consumer satisfaction with competitors' products and other factors that determine the possibility of market development.

Methods for calculating market capacity for different products vary. When determining the capacity of the consumer goods market, the factors that form consumer demand are analyzed. This may include the following factors:

1. the number and sex and age structure of the population in the region.
2. the level of income and the structure of consumer spending of the population.
3. policy in the field of remuneration.

### **3.3.6 Net-Income**

Net-income and commercial activity are concepts that are inextricably linked. For the sake of profit, new production facilities are created, material and labor resources are intensively used, effective ways are being sought to increase the profitability of commercial activities. Net-income is one of the important final indicators of the work of any company.

Not only the management and owners of companies are interested in obtaining net profit. Good net profit indicators attract new investors, contribute to making positive decisions on issuing loans to the company, as well as strengthening the company's authority in the market economy. It is net profit that allows firms to develop the material base, invest in the expansion of production, the improvement of technology and the development of advanced techniques and methods of work. All this leads to the company's entry into new sales markets, expansion of sales volumes and, as a result, an increase in net profit. Net-income is the total profit of the company after all business expenses have been deducted. Some people refer to net income as net profit or simply company's "bottom line". This is the amount of money left to pay shareholders, invest in new projects or equipment, pay off debts, or save for the future (Dhaliwal, 1999). The formula for calculating net profit:

$$\text{Revenue} - \text{Cost of Goods Sold} - \text{Expenses} = \text{Net Income.}$$

### 3.3.7 Payback period

Payback period refers to the amount of time it takes to recover the cost of an investment. Simply put, it is the period of time during which the investment reaches the break-even point. People and corporations basically invest their money to get a payback, which is why the payback period is so important. In fact, the shorter the payback period for an investment, the more attractive it becomes. Determining the payback period is useful to everyone and can be done by dividing the initial investment by the average cash flows. It is not difficult to calculate the payback of a business using the formula:

Payback period of the project = start-up capital / expected average net profit for the selected period

The expected average net profit for the selected period is calculated as the difference between the expected income and expected expenses for the selected period.



## 4 Practical Part

### 4.1 Launching

#### 4.1.1 Trade Name

To begin the practical part, it is essential to start with the very first step of initiating any business activity – getting a legal license or a legal name for the entity chosen. In the following chapter, the author breaks down the three potential choices and the main advantages and disadvantages of each possibility.

**Figure 8, breakdown of business entities in the Czech Republic**

Type of Company	Advantages	Disadvantages
Limited Liability Company (s.r.o)	Low starting capital,	Business relations depend on starting capital and recent financial performance
Sole trader licence (IČO)	No starting capital, almost no paperwork	Hard to conduct business activities outside of the country
Joint-stock company (a.s)	More prestigious and more potential to grow	Huge starting capital that makes this type not feasible

Source: own research

Thus, based on the breakdown of advantages and disadvantages of each business entity type available for the author in the Czech Republic for her startup, she believes that starting the business activity with just the sole trader license is the most feasible and advantageous way. Thus, the overall cost for establishing the business entity totals **1000 CZK**.

#### 4.1.2 Equipment and Inventory

Clearly, given the nature of the startup, it is expected that the share of those expenses will be extremely low compared to more traditional small firms specializing in such industries as retail, catering, etc. When it comes to the school of floristry, it can in other words be

considered that the author is planning to create a complex course, whose main value lies in the information from an experienced person or subject matter expert in floristry. Hence, it is expected that the author will focus on delivering lectures and the most obvious piece of equipment that will be needed is a good camera. For that purpose, the author plans to buy a professional camera suitable for blogs and quick videos from the expensive market segment.

Thus, the author selects the camera **GoPro HERO11 Black Creator Edition**, whose cost is approximately **20.000 CZK**. Indeed, this is a fairly big amount of money, but the quality of the video is something that will help the author to build a path to customers and ensure that they will feel that paid for something worth the amount.

Apart from that, it is also vital to underline the fact that the author does not plan to rent any studio, since the interior of her apartment is quite suitable for being a perfect background for the video course. What is more, the nature of the school inevitably means that the author and other subject matter experts will be interacting with flowers and related equipment, so it highlights the need for two important aspects – spacious room and additional materials and equipment. When it comes to the first aspect mentioned earlier, it will be ensured thanks to the apartment that the author is currently renting and has in its entire disposal. Yet, there arises an integral need for relevant material and in the case of the author’s startup, it will be flowers and special tools for further manipulations with them. The following table presents a breakdown of the materials that have to be bought by the author for teaching purposes with the estimated cost per each element as of September 2022.

**Figure 9, breakdown of material**

Name	Cost
Scissors	500 CZK per piece
Wrapping paper	440 CZK per package
Tapes	100 CZK per piece
Flowers	70 CZK on average
Floristic Spray	380 CZK per piece
Craft Paper	80 CZK per meter
Glue	150 CZK per piece

Transparent Paper	200 CZK per 1 meter
Chrysal	500 CZK per 100 pieces

Source: own research

Thus, the final cost that will be spent in the first month of business activity is equal to **9580 CZK** (one scissors, two packages of wrapping paper, 4 tapes, approximately 50 flowers for demonstration purposes, 10 meters of craft paper, 10 pieces of glue, 5 meters of transparent paper, 2000 pieces of chrysal and 2 pieces of floristic spray). In addition to this, when it comes to flowers and tapes, there will be an additional monthly spending approximately equal to **9080 CZK** (the same bundle but without scissors).

#### 4.1.3 Employees

Despite the obvious absence of any employees for the business entity due to:

- a) the type of the company chosen (sole trader license does not really allow to officially hire somebody on the basis of a working contract)
- b) almost five years of the author's experience in the following industry.

It is essential to talk about the potential presence of employees once the business gets higher and becomes more prominent. Evidently, the ultimate number of customers does not really suggest that there will be a need to hire somebody to deliver lectures instead of the business owner and the author of this thesis. Yet, hiring some people on the part-time basis for maintenance purposes might be needed once the number of customers and the audience increase accordingly. Hence, there might be a potential need for a SMM expert and a person responsible for the website maintenance or to put it more simple, a technician.

Thus, the ultimate cost for the first months of business operations for employees is equal to **0 CZK**.

#### 4.1.4 Marketing

Despite the optimistic tendency of having low costs for operating expenses discussed in previous chapters, the marketing expense is expected to be the highest due to the importance it has on the business entity dedicated to offering education or courses.

Of course, marketing, as it was discussed in the theoretical part, is all about persuading people to buy a product and making them believe that this product is surely worth its fee and that it offers a really good content. Hence, this tool is something that will help the author to create a big audience whose monetary contribution will cover the initial expenses and help the owner to break even from his business operations.

When it comes to a particular marketing strategy chosen by the author for her startup, she believes that starting from targeting women from the Czech Republic belonging to literally any age group will be sufficient enough to ensure that a required number of customers (will be calculated in one of the next chapters) will be achieved and even exceeded.

Of course, to ensure this condition and come to grips with the objective, the author presumably needs to have huge public sources and have huge audience on social media as Instagram, Facebook, TikTok and V Kontakte, the main platforms which should be targeted. Unfortunately, the author does not possess the required characteristics, so it is inevitable that the author will go for a service of a social media marketing specialist to help to develop a case from the scratch. The other option which can also be considered would lie in a simple purchase of promoted posts among popular bloggers based on the Czech Republic – Russian-speakers, English-speakers, Czech Speakers, etc., but under a prerequisite condition that the audience will be able to understand English. Clearly, the best bet would be focusing on influencers with a large share of young people, so it has to be someone producing relatively engaging and less serious content.

All in all, both options seem quite feasible. The second one seems more preferable, but the risk of making a mistake and choosing an influencer whose audience does not really fall under the requirements described will put the business one step closer to the edge, so the author believes that going for the first option is more logical and sensible. Hence, the author

suggests that getting in touch with a proficient marketing agency is the best way to succeed in the most important – building an audience. Based on the market research of the Czech Republic's most prominent marketing agencies done by the author, she estimates that the approximate cost for creating a good public image and building an audience equals to **100 000 CZK**.

However, additional monthly expense is also expected since the new audience also has to come. So the author is willing to spend additional **10 000 CZK** monthly on additional advertising.

#### **4.1.5 Hosting and Design**

All in all, there is also another important cost that has to be taken into consideration and it is hosting. Indeed, the author expects that the marketing solution bundle that would be purchased by the author (described in the previous chapter) will also include this portion of operating expenses. Yet, it is essential to understand that it is absolutely inevitable to pay for the hosting on a monthly basis for the dedicated website. The author plans to use the **CZ** domain, so the projected price per month for it equals to **12\$** or **300 CZK**.

As for the design and logo, the creation of a special logo for the floristry school will imminently be included into the marketing bundle purchased from the agency.

#### **4.1.6 Administrative expenses**

Finally, the very last operating cost that has to be included into the planning procedure are administrative expenses. Of course, the most obvious expense from that segment is accounting. According to the current price tendencies in the Czech Republic, it is projected that the yearly cost for preparing relevant financial statements by the end of the fiscal year equals to **2 500 CZK**.

Apart from that service, the author does not currently plan to exceed the limit set by the Czech Ministry of Finance (1 000 000 CZK) and start sending invoices to people with an added value tax. Hence, the target turnover of the author will be lower than this value.

Now, after specifying all relevant expenses related to the business entity, the author will continue and summarize his findings in the next chapter dedicated to the budget-making.

## 4.2 Budget

The following table contains the overview of all expenses that the company will face during the first month of its operations.

In addition to this, the author estimates include the monthly expenses for the social security tax along with other expenses listed. This particular expense depends on the yearly turnover. Given the author's target net turnover of 990 000 CZK per year, the value of the tax is derived accordingly to the Czech financial law.

**Figure 10, total budget**

<b>Expense</b>	<b>Total Cost</b>
Material	9 580 CZK
Hosting	300 CZK
Marketing	100 000 CZK
Employees	0 CZK
Accountant	2 500 CZK
Legal organization	1 000 CZK
Equipment	20 000 CZK
Social Security	4 818 CZK
<b>Total budget</b>	<b>138 198 CZK</b>

Source: own processing

The total budget needed to start business operations is equal to **138 198 CZK**. Then, the author presents additional table that will shed a brighter light on the total value of the monthly expenses and its breakdown.

**Figure 11, monthly expenses**

<b>Fixed costs</b>	<b>Cost</b>
Hosting	300 CZK
Marketing	10 000 CZK
Social Security	4 818 CZK
<b>Variable costs</b>	<b>Cost</b>
Material	9 080 CZK
<b>Total cost</b>	<b>24 198 CZK</b>

Source: own processing

All in all, the author projects that the monthly expense needed to sustain the online school of floristry equals to **24 198 CZK**.

### 4.3 Evaluation

#### 4.3.1 Payback period

Now, after specifying the initial budget needed, it is essential to take a look at the payback period that will be needed to return the initial amount of investment.

In order to precisely calculate the value, it is essential to have the amount of cash flow that will be generated by the business entity per a given period of time. Given the nature of the business and the perspectivity of the concept, the author chooses the cash inflow per month, because she believes that this kind of startup is likely to be highly profitable.

Thus, it is essential to calculate the amount of profit that will be generated by the business on monthly basis and in order to do it, it is first essential to mention the prices that will be set on the school's products. The author plans to offer two plans – the basic one and extra. The next table contains the breakdown of content for both options, including the price per person per each option.

**Figure 12, course content**

<b>Name</b>	<b>Content</b>	<b>Cost</b>
<i>Basic</i>	Video course	7 500 CZK

<i>Extra</i>	Video course, personal consultations, and referral bonus (2500 CZK for every person buying extra course)	15 000 CZK
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Source: own processing

With regard to prices per each bundle, the author projects that with a proper marketing advisor hired, the number of customers per month of the basic bundle will total 5 customers, and the number of customers for the extra bundle will total 3 people on a monthly basis. Thus, the author estimates that the monthly cashflow of the business entity will be equal to **82 500 CZK**.

The following figure contains the calculation of the payback period for the given business entity according to the formula mentioned in the theoretical part of the work.

**Figure 13, payback period calculation**

<b>Initial Investment</b>	138 198 CZK	
<b>Cash Inflow</b>	82 500 CZK	
<b>Payback Period</b>	1,67	months

Source: own processing

All in all, the author concludes that if the marketing turns out to be quite successful, the amount of the initial investment can be recovered in just 1.6-month time.

#### 4.3.2 Net Income

Now, the author will provide additional calculations that will shed a brighter light on the annual net income that might be generated from the business entity. The following figure contains the breakdown of the annual net income.



Figure 14, net income calculation

<b>Financial Performance</b>	
<b>Sales</b>	<b>990 000 Kč</b>
<b>Costs of goods sold</b>	<b>108 960 Kč</b>
<b>Gross Profit</b>	<b>881 040 Kč</b>
<b>Gross margin</b>	<b>89%</b>
<b>Operating expense</b>	<b>181 416 Kč</b>
<b>EBIT</b>	<b>699 624 Kč</b>
<b>EBIT margin</b>	<b>71%</b>
<b>Tax</b>	<b>86 376 Kč</b>
<b>Net income</b>	<b>613 248 Kč</b>
<b>Net margin</b>	<b>62%</b>

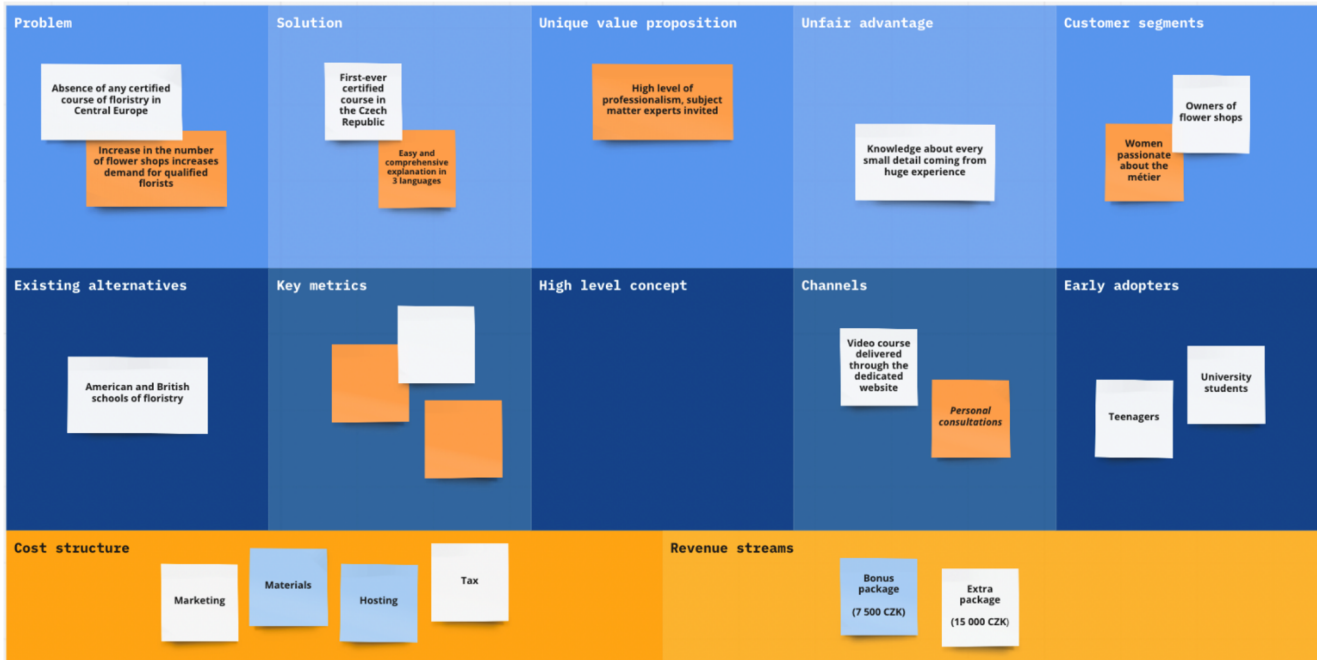
Source: own processing

To conclude this chapter, the author estimates that the early net income from the floristry school will total **613 248 CZK**. In addition to this, it can be easily observed that the following startup is a highly profitable one with gross margin of **89%**, EBIT margin of **71%** and the net margin of **62%**, which is an astonishingly good result.

### 4.3.3 Lean Canvas

The following figure contains the lean canvas relevant for this business case.

**Figure 15, lean canvas**



Source: own processing

#### 4.3.4 Break-Even Point

In this chapter, the author focuses on finding the break-even point in order to understand the number of sales needed in order to break even. The author performs all calculations according to the formula mentioned in the theoretical part of the work. The following figure contains the process of calculating the number of sales.

**Figure 16, break-even point calculation**

BEP	
Fixed	15118
Sales	11250
Variable cost	9080

**Break-even point 6,96682028**

Source: own processing

Following the result of the calculation, the author concludes that the average number of times that a particular customer needs to buy either of bundles is equal to 7 per month in order to break even. Clearly, it is an attainable result.

### 4.3.5 SWOT

The following table contains the SWOT analysis for the floristry school startup.

**Figure 17, SWOT analysis**

<b>Strengths</b>	<b>Weaknesses</b>
<b>Low expense margin</b> <b>High profitability</b> <b>Unique business concept for the region</b>	<b>High dependency on marketing</b> <b>One customer can buy the service only once</b>
<b>Opportunities</b>	<b>Threats</b>
<b>Discover new markets</b> <b>Expand the course</b> <b>Enlarge the business concept by setting foot to other industries with a help of subject matter experts</b>	<b>No way to restrict customers from sharing materials</b> <b>A lot of people will buy the course by splitting to the fee</b> <b>Potential pandemic</b>

Source: own processing

- Thus, the author suggests that the biggest strengths of the business concept lies in its profitability, which has already been proven in one of the previous chapters.
- The biggest weakness of the concept lies in its high dependency on the marketing campaign, because it is the only way to engage customers to buy the course. Also, another constraint of the startup is that you cannot sell the same course twice to the same person, so it either has to be updated, or the audience has to be enlarged every time.
- When it comes to opportunities, there are plenty of them that include discovering new markets (Western European ones, namely), creating additional course related to the same topic, so that the old customers can return once more to it and finally, it is possible to create similar courses related to other industries by engaging experts and paying them a particular fee for sharing valuable information.
- However, there is a list of serious threats to the business concepts, which are: risk of leaks of videos and content that will simply lead to the opportunity loss; there is a risk that people will just split the fee between themselves; the pandemic or any other strong external force as a war or economic crisis is something that will simply mitigate the purchase power of masses, so it is a real concern.

## 5 Results and Discussion

To begin with, it is important to point out that, based on the analysis of the author's idea, the project of establishing the online floristry school could be initiated bearing in mind the following points:

1) There are currently no comparable concepts or courses based on other countries that can compete with the one proposed by the author. This is due to the fact that they are conducted in Czech and in the native language of the largest minority of people who currently live in the Czech Republic, which is Russian. 2) There are currently no comparable concepts or courses based on other countries that can compete with the one proposed by the author.

2) With the break-even point of 7 courses to be delivered every month to start making profit, which is an easily achievable target, running business and having a positive operational cash-flow will be pretty straightforward.

3) A high predicted net margin of 62%, which indicates that the company will make a net profit equivalent to 62% of every CZK generated from its activities.

4) A payback time of 1.67 months for the original investment made in the company (138 198 CZK).

5) Unbelievably cheap monthly costs, coming in at little around 25.000 CZK.

In addition to that, it is also wise to say that the only real threat to the company would be a serious economic recession that will diminish the purchasing power of Czech population in addition to other nationalities working in the Czech Republic. This is because a recession will cause a general decrease in consumer confidence. There is also the possibility of another outbreak of the COVID-19 pandemic, which is another factor that will put the completion of the project in jeopardy.

However, the number of potential benefits and strengths is significantly lower than the number of potential threats and weaknesses. The greatest benefit of this business concept is the fact that the amount of initial investment is quite low, and that personal savings would be sufficient to establish this business, so there is no need to have a burden represented by a bank loan. In addition, the number of potential advantages is significantly higher than the number of potential threats and weaknesses.

In addition to this, there are limitless chances to extend the company and begin delivering the course to the other markets that are adjacent to the Czech Republic such as Slovakia, Germany, Poland, and Austria since there are no other courses that are comparable to this one. It is possible to overcome the language barrier by retaking the course and adding the English language to the pool of languages that was originally comprised of Czech and Russian. In addition to this, Russian-speaking nations like Russia, Ukraine, Belarus, Armenia, and other places might be added to the list of possible expansions due to the fact that there are not many other courses that are comparable.

## **6 Conclusion**

In recent years, there has been a substantial growth in the demand for flowers and plants for a variety of events, including weddings, funerals, and corporate events. This has led to the enormous expansion of the floristry sector. Because of this, there is a growing need for trained and talented florists who are able to provide customers services of the highest possible caliber. The conventional approach to studying floristry, on the other hand, requires students to be physically present in a classroom or workshop, which presents a number of challenges for them. Because of recent advancements in technology, online education has emerged as a viable option, particularly during the COVID-19 pandemic, when countries throughout the world were required to increase their levels of physical isolation. Students benefit from more flexibility and convenience when they take advantage of online learning since it enables them to study at their own pace and from any place.

The establishment of an online school of floristry offers a variety of advantages. Students from all over the globe are given the opportunity to participate in educational and vocational programs that are of a very high standard. Students have the ability to learn the skills and information necessary to become professional florists if the curriculum is adequately planned and the teachers have relevant work experience. Second, an online floristry school has the potential to serve as a launchpad for original thought and creative endeavor. It is possible for teachers and students to work together and share their thoughts, which may result in the creation of innovative floristry strategies and approaches. This has the potential to contribute to the floral business being lively and relevant.

In addition, there is an increasing need for properly trained florists, which may be helped by attending an online floristry school. Florists with specialized training will be in more demand as the industry as a whole continues to grow. An online school of floristry may attract and teach a greater number of students, helping to the growth and development of the sector. This is made possible by the school's ability to provide learning possibilities that are flexible and easily accessible.

In addition, an internet-based floristry school has the potential to be a lucrative commercial enterprise. The method in which people acquire products and services has been

fundamentally altered as a result of the rise of e-commerce, and the floristry sector has not been immune to these changes. Using e-commerce platforms allows an online school of floristry to sell flowers, equipment, and other materials to customers including the general public as well as its own students. This has the potential to bring in more cash for the school, helping to ensure that it remains a viable and successful enterprise.

To conclude, the author would like to highlight the most important findings:

- 1) It will take 1.67 months to recover the initial value of the investment.
- 2) It will be sufficient to sell just 7 courses per month to achieve the break-even point.
- 3) Net margin will be approximately equal to 62%.

Thus, the author, based on his evaluation of the proposed project, concludes that is worth accepting the project and initiating the startup as soon as possible.

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