

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



Bachelor Thesis

**Development of a business plan of the language school
in Moscow**

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Alisa Boiarskikh

Business Administration

Thesis title

Development of a business plan of the language school in Moscow

Objectives of thesis

World practice shows that most enterprises suffer heavy losses only because they did not foresee or incorrectly predict changes in the external environment and did not appreciate their capabilities. Business-planning serves as a tool for increasing the feasibility of ideas and projects. As the small business develops most intensively, the successful solution of the problem of the formation of entrepreneurship is largely determined by the quality of the development of business plans.

The purpose of this thesis is to show the importance of developing a business plan for creating and conducting commercial activities in the current business environment, using the example of the company NOW English. Since the business plan is an essential tool for project and investment solutions in accordance with the needs of the market with the current economic situation.

The tasks of this thesis will be the following:

- to study the theoretical aspects of developing a business plan;
- to identify the essence and objectives of business planning;
- to study the structure and content of the business plan;
- create a business plan for English language courses.

Methodology

"A project-based thesis is usually comprised of about 40% of practice and 60% written work piece that implements usage of practice-as-research methodology."

Research methods used in the course work: analysis of scientific and methodological literature on the research topic, comparison of opinions of different authors, generalization of the material. Also, there are methods of classification, comparative analysis and methods of analysis of the series of dynamics.

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Declaration

I declare that I have worked on my bachelor thesis titled "Development of a business plan of the language school in Moscow " 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 26/11/2018

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Vytvoření obchodního plánu jazykové školy v Moskvě

Souhrn

Význam zvoleného tématu je určen potřebou efektivního řízení založeného na strategickém myšlení, s využitím pokročilých výsledků managementu. Rozhodnutí manažerů se bohužel často vyznačují impulzivností a nepředvídatelností. Je to důsledek nestability právního a ekonomického prostředí a nedostatečné úrovně znalostí o vlastním podniku. Některá rozhodnutí se zpravidla týkají pouze jedné oblasti, ale z kontrolovaných oblastí spadají i další důležité věci. Úkolem správného vypracování podnikatelského plánu je tedy nabídnout manažerovi takový nástroj, který okamžitě vyhodnotí vnitřní schopnosti a slabiny podřízené obchodní jednotky, odhalí skryté rezervy a zlepší efektivitu svých aktivit.

Světová praxe ukazuje, že většina podniků trpí těžkými ztrátami pouze proto, že nepředpokládali nebo nesprávně předpověděli změny ve vnějším prostředí a nevěděli své schopnosti. Podnikové plánování slouží jako nástroj zvyšování proveditelnosti myšlenek a projektů. Jak se drobný podnik nejvíce rozvíjí, úspěšné řešení problému vytváření podnikání je do značné míry závislé na kvalitě vývoje obchodních plánů.

Nově založená jazyková akademie je pojmenována NOW English; bude škola poskytovat jazykové školení pro všechny věkové kategorie od 6,5 roku věku podnikatelům. Excellence poskytuje optimální, nepostradatelné vzdělání pro Rusy, připravuje je nejen na zlepšení jazykových znalostí, ale také na sociální znalosti, měkké dovednosti, sebevědomí a nezávislost potřebnou k tomu, aby byly úspěšné ve světové ekonomice.

Klíčová slova: podnikatelský plán, strategický plán, marketingový plán, vzdělávací průmysl, jazyková škola, soukromé vzdělávání

Development of a business plan of the language school in Moscow

Summary

The relevance of the chosen topic is determined by the need for effective management based on strategic thinking and using advanced achievements of management science. Unfortunately, decisions made by managers are often characterized by impulsiveness and unpredictability. This is a consequence of both the instability of the legal and economic environment and the insufficient level of knowledge about one's own enterprise. As a rule, some decisions concern just one area, but others, also important things fall out from under the control. Hence, the task of correctly drawing up a business plan is to offer the manager such a tool that will promptly assess the internal capabilities and weaknesses of the subordinated business unit, discover hidden reserves and improve the efficiency of its activities.

World practice shows that most enterprises suffer heavy losses only because they did not foresee or incorrectly predict changes in the external environment and did not appreciate their capabilities. Business-planning serves as a tool for increasing the feasibility of ideas and projects. As the small business develops most intensively, the successful solution of the problem of the formation of entrepreneurship is largely determined by the quality of the development of business plans.

The newly established language academy is named NOW English; the school will provide language training for all ages from 6.5 years old to business professionals. Excellence provides optimal, indispensable education for Russians, preparing them not just with improved language skills, but also with social knowledge, soft skills, self-confidence and the independence necessary to be successful in the global economy.

Keywords: business plan, strategic plan, marketing plan, educational industry, language school, private education

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1 Introduction

A business plan is a document that describes all the main aspects of the future enterprise, analyzes all the problems that it may encounter and also, determines how to solve these problems. Therefore, the correctly formulated business plan ultimately answers the question: is it worth investing in this business at all and will it bring in incomes that will pay off all the costs of the forces and means.

The business plan is the main tool of modern financial planning for enterprises and investors. The business plan can be called a project for the creation of a new enterprise, a claim-justification for obtaining credit funds or an investment project, depending on the ultimate goal for which it is formed.

Regardless of the initial purpose of creating a business plan, it is a key for entrepreneurs to the investment process.

It is important to understand that a well-designed business plan is only part of the work, it is still necessary to bring it to a successful implementation. Therefore, the proper setting of tasks and the maximum development of tools for their solution play an important role in the business plan.

A detailed business plan is the result of reflection and reasoning from the leaders and leading specialists of the enterprise. It is the basis for the implementation of the strategy for the development and implementation of the project and also, the foundation of the enterprise.

The presence of a business plan will allow the company's management to avoid standard mistakes and to achieve its goal as efficiently as possible.

In Russia, the effectiveness of creating a business plan was estimated relatively recently. Now, even for small businesses, the creation of a business plan has become an everyday occurrence, and large enterprises do not even consider the implementation of a single project without a preliminary detailed business plan.

2 Objectives and Methodology

2.1 Objectives

World practice shows that most enterprises suffer heavy losses only because they did not foresee or incorrectly predict changes in the external environment and did not appreciate their capabilities. Business-planning serves as a tool for increasing the feasibility of ideas and projects. As the small business develops most intensively, the successful solution of the problem of the formation of entrepreneurship is largely determined by the quality of the development of business plans.

The purpose of this thesis is to show the importance of developing a business plan for creating and conducting commercial activities in the current business environment, using the example of the company NOW English. Since the business plan is an essential tool for project and investment solutions in accordance with the needs of the market with the current economic situation.

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2.2 Methodology

A project-based thesis is usually comprised of about 40% of practice and 60% written work piece that implements usage of practice-as-research methodology.

Research methods used in the course work: analysis of scientific and methodological literature on the research topic, comparison of opinions of different authors, generalization of the material. Also, there are methods of classification, comparative analysis and methods of analysis of the series of dynamics.

3 Literature review

3.1 Why we need the business plan

If you have ever jotted down a business idea on a napkin with a few tasks you need to accomplish, you've written a business plan — or at least the very basic components of one. At its heart, a business plan is any plan that works for a business to look ahead, allocate resources, focus on key points, and prepare for problems and opportunities. (Berry, 2015)

3.1.1 The idea of the business plan

The business plan is the result of research and organizational work aimed at studying the specific direction of the firm (product or services) activity in a certain market in the current organizational and economic conditions.

It relies on:

1. The specific projects for new services (especially meet the needs, etc.);
2. Comprehensive analysis of industrial, economic and commercial activities, the purpose of which is to identify its strengths and weaknesses, specifics and differences from other similar firms;
3. Study of specific financial, technical and economic and organizational mechanisms used in the economy for the implementation of specific tasks.

There are two forms of business planning for the firm:

1. planning the firm's activity in the market;
2. planning within the firm.

As a rule, these aspects of planning are interrelated.

It should be noted that planning can really be rational only when the relations of the firm with counterparties in the market are not casual and one-off but acquire a stable and long-term character.

3.1.2 Aims and goals of the business plan

The purpose of developing a business plan is to plan the economic activities of the company for the near and distant periods in accordance with the needs of the market and the possibilities of obtaining the necessary resources. A completed

business plan is a guide that illustrates where you are, where you are going and how to get there (Charles J. Bodenstab, 1997.).

The objectives of the business plan are:

- to formulate long-term and short-term goals of the firm, strategy and tactics of their achievement;
- identify specific areas of the firm's activities, target markets and the place of the firm in these markets;
- choose the range and determine the indicators of goods and services that will be offered by the company to consumers;
- to estimate production and non-production costs;
- determine the composition of marketing activities to study the market, promote sales, pricing, etc.;
- assess the financial position of the firm and the compliance of available financial and material resources with the opportunities to achieve the set goals, etc.

The business plan has the following main features:

- this is a tool by which an organization can forecast and evaluate the actual results of an activity for a certain period;
- it is used to develop a business concept in perspective;
- this is a tool to justify the effectiveness of investments;
- this is an instrument for implementing the enterprise strategy.

A good business plan also may encourage possible partners, shows strengths and weaknesses and helps you to plan resources. (Bird., 2004.)

3.2 Business planning

There is no single universal business plan structure. However, they allude out the main sections of the business plan that contain information aimed at realizing the goals of business planning.

3.2.1 Executive summary

This section is of an advertising nature, and it also helps to identify the interest of the person to whom the business plan will be addressed. This section should be designed correctly, since it gives the first impression of investors about the business plan.

In this section it is necessary to state the entire business plan in a concise form, while revealing the essence of the project. The basis for writing is the information that is contained in all sections. In general, the structure of the summary can be as follows

- description;
- the availability of resources;
- how it will be implemented;
- what is the uniqueness of the project;
- amount of investment;
- profit forecast;
- how loans will be returned to investors;
- efficiency of the project.

3.2.2 Company description

This section plays an important role in any case and should carry detailed information about what consumer characteristics and advantages the products have, as well as the main advantages that the firm has over competitors. This section can contain applications in the form of a natural sample of the product, as well as photographs, documentation describing the technical side, and so on.

Give a general description of your product (service) and do not forget to emphasize the advantages of this product, which will be visible to consumers. Try to make sure that the investor understands that your product is unique and what its uniqueness lies in. For example, you use the latest technology for production or your product of the highest quality, but it has the lowest price. That your product meets the demand and that it can be improved as necessary. If you have patents or you have

copyright, then you need to describe them, it will be a weighty advantage for you, as for those who will study your business plan, it will understand that your business is a fortress that competitors cannot damage.

If the product of labor is several units, then this section describes each of them. This section is meant to acquaint future investors with the company name, its products and services, mission statement, legal status and previously occurred achievements. (Abrams 2002.)

This section has the following structure:

- description and name of the product;
- area of its application and main purpose;
- description of characteristics;
- competitive advantages;
- certificate of quality, guarantees;
- ecological compatibility of the product;
- operation and service.

In addition to answering these questions, you should also place your item in this section in the form of a picture or a photo, indicate the expected price and estimated costs, quality characteristics of the product, what is the advantage of product design (packaging and design). It will also be a plus if you describe how you are going to organize the demand for this product.

3.2.3 Mission, vision and goals

In this section the business owner should touch these 3 questions:

1. What the company does for its customers?
2. What the company does for its employees?
3. What the company does for its owners?

It should be an eloquent, concise paragraph that should be full of meaning and impact. It is better to choose your words wisely—beware of buzz words, empty phrases, or mission statements that are so general they could apply to many different

companies. Also, it is important to be clear and specific, and you'll highlight the core of what makes your venture unique and worthwhile. (bplans.com)

3.3 Marketing plan

A marketing plan is a plan of actions to achieve the planned sales volume and maximize profit by meeting market needs. In this section, it is necessary to reflect the marketing strategy of the enterprise development.

Developing this strategy, it is advisable to consider the influence of the external environment (trends in technology change, consumer requests and motivations, etc.) to adapt the enterprise to changing market conditions by developing a marketing mix that includes commodity, price, sales and service policies. (Ershov, 2005)

Here it is necessary to think through and explain to potential partners or investors the main elements of their marketing plan: pricing, the scheme of distribution of goods, advertising, methods of sales promotion, the organization of after-sales support, image formation.

3.3.1 Basic concepts of marketing

There are 5 different concepts of marketing, each of which vary in the function that they deal with. Each of the concept was developed as per the need of the market. As the market changed, so did the concepts of marketing. And today, we have an opportunity to look at all 5 concepts of marketing and what they represent. (marketing91.com)

Figure 1 Marketing concepts Source: marketing91.com



Production Concept

Consumers prefer products that are widely available and inexpensive. The production concept is more operations oriented than any other concept.

Product Concept

Consumers favor products that offer the most quality, performance, or innovative features. The product concept believes in the consumer and it says the consumers are more likely to be loyal if they have more options of products or they get more benefits from the product of the company.

Selling Concept

Consumers will buy products only if the company aggressively promotes or sells these products. Off course, in this era of marketing, we know that selling is not the only tactic to sell your product. You have to focus on marketing as well.

Marketing Concept

Focuses on needs/wants of target markets & delivering value better than competitors. The marketing concept believes in the pull strategy and says that you need to make your brand so strong that customers themselves prefer your brand over every other competitor. This can be achieved through marketing.

Societal Marketing concept

Focuses on needs / wants of target markets & delivering value better than competitors that preserves the consumer's and society's well-being.

3.3.2 Marketing Strategy

Here you describe your target market segments, your competition, how you'll differentiate your products or services, and your products' or services' unique selling proposition (USP).

Figure 2 USP Source: www.mbaskool.com



- Discuss product or service pricing and promotion, including how your promotional programs will appeal to each of your target market segments.
- Provide a plan of traditional and guerrilla marketing tactics, such as tradeshow, press-magnet events, social media marketing (e.g. Facebook, Twitter, etc.), networking, and print, media, or online advertising. Include the cost associated with each tactic.
- Describe how your products or services will be sold (e.g. storefront, online, wholesalers), and your target markets' buying cycle. (smallbusinessbc.ca)

3.3.3 Pricing

Pricing. Basic principles of pricing:

- The price of the goods must be higher than its cost price,
- The price is determined by market opportunities,
- The price should provide the maximum profit (not per unit of output, but for a certain period). (Hussey, 2001.)

Pricing is not limited to simply asking about the cost price of a product, then simply adding profit. Calculating production costs is a matter of course, and pricing is a matter of policy. To attract a buyer, it is not necessary to make a product or service cheap. Cheapness of goods is often the main motive of buying but not always. If the

goods are too cheap, this can have a very negative impact on sales volumes. Prices can be easily reset, and then it will be much harder to raise them. (Yanovsky, 2005.)

3.3.4 Competitor analysis

Studying the activities of competitors, this is a very important stage of planning, firstly, it gives you the opportunity to gather a lot of useful information, to learn about the advantages and disadvantages of competitors' products, so you can avoid a lot of mistakes. And, secondly, you can get a full picture of your capabilities, based on their activities. It is necessary to pay attention, literally on all the little things connected with their work and draw the right conclusions. We need to study their activities thoroughly, as far as possible.

1. First, you need to accurately determine the number of firms-competitors in your chosen market segment.
2. The share of competitors' goods in this market segment.
3. How successful are competitors in this area, whether they are introducing a new assortment or, using increased demand, realize the old one, how high is the level of sales and profit, and so on.
4. Are there any prospects for the development and promotion of competitors?
5. Do competitors advertise their products, if so, how and how effective are the types of advertising they use.
6. How good is their product and whether it is valued by consumers, what are the claims and wishes.
7. What are their advantages and disadvantages can be used for their own purposes, in order to win in a competitive struggle.

Once you have received all the necessary information about competitors, they need to be analyzed in the most thorough way. Now you need to determine what is your advantage over them and vice versa, which places are most vulnerable, where your plan has any flaws. Based on all this, you can draw the necessary conclusions and come up with the most correct position of competition. It is necessary to give the consumer the right to choose, releasing a more perfect line of goods, perhaps at lower

prices than competitors, but this is not a panacea, because not always cheap goods are in demand. This is why we are studying the sales market and the buying needs.

Here it is necessary to be a kind of psychologist, that to catch what is called the mood of the buyer, it is his mood and must match the proposed product. In addition to the price and quality of the goods, people can attract in your product, many other small things that at first glance may seem insignificant, for example, the washing machine can be purchased by the landlady only because it corresponds to the color, ceramic tile, her bathroom. Of course, this example is somewhat exaggerated, and this household equipment will be used primarily by its intended use, however, the color of the machine became the decisive factor in the purchase. There are a lot of examples of such examples, for this purpose competent specialists should conduct research on consumer demand, because not everyone will be able to correctly identify such secondary indicators that have a significant impact on demand.

Describing the advantages and disadvantages of competitors, you should not embellish or understate their abilities, because all the secret always becomes clear. Considering that all potential investors will get acquainted with the business plan developed by you, you risk getting to a person who is aware of the affairs of your competitors, so you can put his trust in you in jeopardy. First of all, you need to assess the situation sensibly, because reputation in any business is the most expensive, you cannot buy it for money, but if you prove yourself as an incompetent specialist or worse as a deceiver, in the future the possibility of obtaining additional funds will be closed to you. So, make the right conclusions and from any even the most difficult situation, look for that way out that will allow you to keep a good name.

3.3.5 Market analysis

The market and marketing are decisive factors for all companies. The most ingenious technologies are useless if they do not have their customers. The study of the market is one of the main problems of the new business. Thus, a business plan paragraph dedicated to the market and marketing is often the most difficult to write. You need to convince the investor of the existence of a market for the projected products.

Failures of most of the failed commercial projects were due precisely to a weak market study and a reassessment of its capacity. It is necessary to first collect and process a large amount of "rough" information.

A typical market research process involves 4 stages: determining the type of data that is needed; search for this data; data analysis; the implementation of measures that make it possible to use this data for the benefit of the enterprise (Drucker, 2001.)

3.3.6 SWOT analysis in strategic management

SWOT analysis is one of the most effective tools in strategic management. The essence of this analysis is the analysis of internal and external factors of the company, risk assessment and competitiveness of the goods in the industry.

Figure 3 SWOT analysis Source: www.hanloncreative.com



The advantages of SWOT analysis are that it allows you to easily look at the position of a company, product or service in the industry easily, and therefore is the most popular tool in risk management and management decision-making.

The result of the SWOT analysis of the enterprise is an action plan indicating the timing of implementation, the priority of implementation and the necessary resources for implementation.

Frequency of SWOT analysis. It is recommended to carry out SWOT analysis at least once a year as part of strategic planning and budgeting. SWOT analysis is very often the first step of business analysis when drawing up a marketing plan.

Explanation of abbreviations SWOT analysis: Strengths, Weaknesses, Opportunities, Threats.

S = Strengths

Strengths of the product or service. Such internal characteristics of the company that provide a competitive advantage in the market or a more advantageous position in comparison with competitors, in other words those areas in which the company's goods feel better and more stable than competitors.

The value of strengths for the company in strategic planning: due to strengths, the company can increase sales, profits and market share, strengths provide a winning position of the product or service in comparison with competitors. Strengths need to be constantly strengthened, improved, used in communication with the consumer of the market.

W = Weaknesses

Weaknesses or shortcomings of goods or services. Such internal characteristics of the company, which hamper the growth of business, prevent the goods from leading in the market, are uncompetitive in the market.

The significance of the company's weaknesses in strategic planning: the company's weaknesses hinder the growth of sales and profits, pull the company back. Due to weaknesses, the company may lose market share in the long term and lose competitiveness. It is necessary to track the areas in which the company is not strong enough, improve them, develop special programs to minimize the risks of the impact of weaknesses on the company's efficiency.

O = Opportunities

The company's capabilities are favorable environmental factors that can influence business growth in the future. The importance of the market opportunities for the company in strategic planning: the opportunities of the market personify the

sources of business growth. Opportunities need to analyze, evaluate and develop an action plan for their use with the involvement of the company's strengths.

T = Threats

The company's threats are negative factors of the external environment that can weaken the company's competitiveness in the market in the future and lead to a decrease in sales and loss of market share. The importance of market threats for the company in strategic planning: threats mean possible risks of the company in the future. Each threat should be evaluated in terms of the probability of occurrence in the short term, in terms of possible losses for the company. Against each threat, solutions should be proposed to minimize them. (powerbranding.ru)

3.4 Human resource management

Despite all the organizational issues, the success of the company is directly related to the people who work there. Their contribution and efforts, professionalism and experience greatly influence the company's activities. A well-organized and coordinated practice of human resources management can help a business grow and flourish in the long run.

This section of the business plan should contain information on how the entrepreneur plans to manage his staff and personnel processes. A detailed explanation of what qualities an entrepreneur is looking for from future employees is required. In addition, you need the estimated number of required employees in accordance with customer forecasts. At the same time, this section should characterize the wages for each position and bonus reward systems. (canadabusiness.ca)

In their book “Fundamentals of Human Resource Management” (2014) Wright, Gerhart, Noe and Hollenbeck claim that: “Effective management of human resources can form the foundation of a high-performance work system – an organization, in which technology, organizational structure, people, and processes work together seamlessly to give an organization an advantage in the competitive environment.”

3.5 Financial plan

The financial plan is an important part of almost any business plan. The purpose of the financial plan is to determine the effectiveness of the proposed business.

This section of the business plan should provide an opportunity to assess the ability of the project to ensure the receipt of cash in an amount sufficient to service the debt (or pay dividends when it comes to investments). (Orlova, 2005.)

It is necessary to describe in detail the need for financial resources, the expected sources and schemes of financing, the responsibility of borrowers and the system of guarantees. The description of the current and projected state of the surrounding economic environment is especially important for the business plan. Hardly predictable factors, their alternative values for various variants of development of events should be reflected also.

A clear breakdown of project costs and use of funds is required.

The conditions of all other loans related to the project or already on the balance sheet should be described. It is necessary to clearly show how and by whom (by the enterprise or an independent contractor) the cost estimate was drawn up; the estimated degree of accuracy of the estimate. Conditions, estimates and assumptions should be described, based on which, the financial results of the project were calculated.

The very first information that will be required: who will buy goods, where the target niche in the market. In addition, it is necessary to predict the market and find answers to the question of who, why and how much will be ready to buy the projected products tomorrow, the day after tomorrow and in general within the next 2 years. Such a search should be carried out in stages.

3.6 Packaging business

What does your potential client see in the first second of acquaintance with your services or product? Logo, Name, Corporate Identity, Website, Company Video, Marketing Kit, Testimonials, Brandbook, Advertising Products - and this is not a whole list of elements that are very important for successful sales and getting the maximum profit for a business.

It is known that people usually make a decision in no more than 10 seconds, after which there is already a “water” in his head. It is important to interest him in these same 10 seconds.

In the modern world, the prestige, trust and pride of any company is the right packaging for a business, and the sooner business owners understand this, the faster they come to the highest results, leaving their old-fashioned competitors far behind.

Packaging business is a set of activities aimed at attracting the target client, his retention and stimulation of the purchase. This is the shell that helps to get to the essence of your valuable products or services.

But here it is important not to think that good business packaging is not only a beautiful and functional website. In fact, this is a large interconnected system and the site is only one of its elements.

Many people creating a site or Landing Page think that they have packed their business, but even if this very site is more attractive and functional than a competitor's - this does not guarantee the maximum effect from “business packaging”. Correctly reason systemically and consider everything that is included in the packaging process. (<http://mediarost.com>)

And this:

- An adaptive, secure and attractive website;
- One or more additional landing pages;
- Live, decorated community in social networks;
- Presentation of the company for personal meetings (Marketing - Keith, Brandbook);
- Advertising printing for clients (Business cards, Booklets, Coupons);
- Outdoor advertising in the style of the company;
- Long-term advertising campaign;
- Scripts for the work of your managers;
- Style in e-mail newsletters;
- A unique offer of your company;
- Legend of the company, business, director of the company;

- Interior office or shop;
- A video about a company or product that can sell for you;

This list can be supplemented for a long time, but the main thing is to understand that the packaging of a business is a kind of wrapper, within which there is a core (the essence of the product). It is the wrapper that helps the consumer choose you, not your competitor.

3.6.1 Layers of the classification of "business packaging"

1. Meaning layer.

The meaning layer is the essence. This is the layer that brings your expertise to your potential client. It may consist in concrete figures - experience, rewards, scale of projects, and so on. It is very important not to lie in this matter, otherwise you can spoil your reputation quite well, but you can not brag too much or you can push the client away.

2. Visual layer.

The visual layer is your face in the eyes of the consumer. Correct and attractive design that will help you bring the same meaning layer as you planned. After all, it will be a shame if you, for example, have the award of the best design agency of the year, but your website is almost done in Word 2003 with great headlines of that time.

3. Technical layer.

The technical layer is the convenience and speed with which the client can get information. In the electronic version is the download speed of the site, adaptability, usability. In paper form, it is the convenience of studying presentations, unmistakable texts, and so on. Agree, if your site loads a minute, and your competitor's site takes 2 seconds, then it is likely that you may lose a client who just gets bored waiting for your site to load. He does not care where to buy, his main time. This is a very important point in the "packaging business".

4. Conversion layer.

Conversion layer or simply what you attract attention (Triggers). There are certain rules where and how to arrange these very so-called "traps". For example, if

a person spends a minute on your site and does not know what to do next, a window pops up where you offer him to leave his phone number so that your manager can give him a free consultation. These methods work at 100%. Believe it.

5. Analytical layer.

An analytical layer is your personal layer. In other words, you have to constantly analyze your mistakes and correct them in order to exclude the loss of customers and, in perfection, profits. For example, installing a web browser from Google to the site will help to see why the user has left the site. Perhaps he did not like some kind of inscription or picture. Analysis is also very important in any business, because you can not do something perfect right away. It is necessary to constantly improve what has already been done.

3.6.2 Common mistakes in business packaging

As you know, people learn from mistakes, but it is better to know how to avoid them initially. In the area of sales, there are both non-critical errors and those that can slow down sales. Below are the most common mistakes that can be avoided at the initial stage of creating a company.

1. No understanding of the target audience of the product.

Imagine such a situation. The company is engaged in the creation of sites "turnkey". And while spending large budgets on advertising, for example, in a small area, with all the villages and villages. It is clear that in 99% of cases such advertising will not work, since for villagers there is no such need in principle. Such a company needs to focus on cities with a population over 100,000 people, but they should also focus on affluent consumers, high-tech exhibitions, and so on.

If you do not think about the target buyer in advance, it turns out that we sell to everyone, and this is fundamentally wrong. Therefore, one of the main questions of the correct "business packaging" is: How to show your product more attractive and better than a competitor's product? This in turn is impossible if you do not know your target audience. A customer portrait provides benefits such as increased sales, reduced advertising budgets, advanced word of mouth, and increased brand awareness.

2. Target audience defined but not segmented.

In most cases, having formed a specific target audience for your product, you start working on it without dividing into groups. This is not a critical error, but it can still significantly reduce the company's revenues. However, if you are not yet ready to go so much into all the nuances of the right “business packaging,” then you can work on one of the segments of the target audience. In some cases it works.

For example, an English language school may have several different courses. For students they should have a course called "Preparing for the English language exam." For adults audience it is better to develop a course with the name “English language for travelers” and so on. In this case, you will be able to capture the market across several segments of the target audience at once and thereby receive more applications in your business.

3. Do not ignore confidence building.

The credibility of the company - is one of the most important elements that need to be continually pumped. Nobody will buy from you if you do not inspire confidence. It's clear. That is why people love real reviews, recommendations of their friends and interesting ready-made projects.

4. No detailed analysis of competitors.

Analysis of competitors can facilitate the process of "packing business" for a new company. With this technique, you can pull out only the strengths in the shell of competitors and implement them in your business. It is recommended to do this at the very beginning of the creation of a new business.

5. No need to sell expensive products in the open.

You can have a unique product that costs good money and really pays off in consequence, but this does not mean that your potential client also knows about it. It is important to show that your product is really great, otherwise clients will simply prefer the cheaper option. Sell in the open is one of the mistakes of any project. For large sales you need personal meetings or negotiations, so you can describe your

product in more detail. If there is no such possibility, then you need to “pack up” your business so that the client doesn’t have any questions why he should buy from you.

4 Case study – Business plan

4.1 Summary

This project is a plan for creating courses of foreign languages in North-Western administration district in Moscow with a turnover of two years.

Project Manager Alisa Boiarskikh

The idea of the project: The idea of creating Courses of foreign languages with a turnover of two years has three objectives:

1. Creation of a highly profitable enterprise.
2. Making a profit.
3. Satisfaction of the consumer market in the desire to study foreign languages.

Financing of the project: It is carried out by personal funds in the amount of 31 000 \$

The nature of the enterprise: the enterprise for the provision of study services foreign languages.

The cost of the project: 31 000 \$

Payback period: 2 years.

Conditional life cycle of the project: 2 years.

The overall economic effect of the project for the conditional life cycle is 125 735.3 \$

4.2 Company description

The name of the company is “NOW English”, because “What is the time for learning the language?” “The time is NOW!”

Foreign language courses are designed to learn foreign languages by children, youngsters, students, working citizens and everyone who wants to learn foreign languages. Also, courses can be organized for foreign citizens who want to learn Russian.

So, consumers of services are citizens of the Russian Federation and foreign citizens residing in the territory of the Russian Federation.

Language courses differ from language schools by a flexible schedule of the teaching process. The usual Business Plan for Foreign Language Courses does not provide for a certain number of places in the institution, does not limit the time of completion and the time of classes. Everything is built on the wishes of the client. Usually this is convenient for those who need to refresh their knowledge of the language before traveling or receiving foreign partners. Also, whole working groups can come to study to the language courses.

The plans for the organization of the Courses of Foreign Languages include:

- recruit student groups through the organization of the site system and reception of telephone calls;
- students are usually divided into 3 groups: from 10 to 13 years old, from 14 to 18 years old, from 19 up to 40 years old;
- classes are divided into groups: "A" - 3 times a week for 2 hours, for "B" - every day for an hour, for "C" - 3 times a week for an hour;
- establish a training period for groups;
- determine the purchase of textbooks for groups;
- solve the problem of communicative teaching methods;
- determine the cost of training. The cost depends on the total number of hours per course;
- also it is necessary to decide which directions of languages will be taught: European, Arab, Eastern, for adults;

- you also need to resolve questions about providing audio and video courses materials, consider the possibility of games and scenes.

To organize the work of the courses you need:

- issue a License and register non-state educational institution with the help of a lawyer;
- renting the place: usually there are enough 2 -3 classes and a waiting room;
- purchase textbooks in relevant educational program;
- equip the place with appropriate posters and symbols, TVs and projectors;
- equip the waiting room and classes with furniture, telephones, a printer and computers. If required, then you need to make repairs.
- it is also necessary to hold an advertising campaign: posters, which should be placed in public places, publish booklets for distribution to pupils in schools, to give beautiful advertising in local newspapers and social media marketing (SMM).

Before establishment the organization of the Courses of Foreign Languages you need to select a workspace away from everyday places home vanity. The best place is a separate floor or apartment. Any space is suitable if it allows you to freely place all business accessories and equipment, and leave enough work area for table and other necessary items.

It is necessary to create a base of students for the first three months of work, which will lead to a stream of people who want to study only in these courses and not on any more. Search for students is needed in Western forums and thematic bulletin boards. There you can and give ads and, as well as not and stint on Russian resources, since foreigners come learn and work in Russia regularly, and language improvement can need to potential customers at any time.

It is necessary to maintain the interest of the public on a regular basis, newspapers and magazines, especially those devoted to foreign languages and training, and update ads on western sites. You need to create a website, and best of all several and register them in the catalogs and make sure that it is always at the top of the search engines.

The main question that should be the basis for the success of the enterprise - this is a question of the teaching staff. For the successful operation of the courses four English teachers will be enough levels, two teachers of Italian, two Spanish, German, one French, and one oriental language.

It is also necessary to develop a testing system, both for teachers and students, so that the test determines the student's level of knowledge to understand what level should begin to study this or that student. To date, there are many small companies, which provide an opportunity to study foreign languages, most of them do not feel competitive, since the market after the crisis still quite free. This business pays off fairly quickly and does not requires a large amount of investment, but requires clarity of execution, because a business plan for such an enterprise must be compulsory, as detailed management, with all calculations, timing and 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 Market analysis

4.3.1 Demand

Table 1 Demand. Source: intellect-nova.com

Consumer group	Total number of consumers		The number of client		Market size, \$
	people	%	Per day	Per year	
House's residents	68 420	99.7	46.04	16 804.1	1 857 000.5
Office clerks	638	0.3	0.13	45.9	5 071.5
Total	69 058	100.0	46.16	16 850.0	1 862 072

This table shows what kind of people live in North-Western administration district in Moscow. The analysis shows that the majority of people are house's residents. That means that the main consumer group are young people or families with kids. So, the school must have groups for children for different ages.

Also, there has been a significant change in the field of learning foreign language over the past decade. If a few years ago, only the "elect" could learn languages, now it is embarrassing do not know English even for housewives.

According to the Skyeng Media Center, the global market for English language teaching is \$ 60 billion. The share of online learning in this market is 2%. Annual growth in this segment is 30% in the world and 40% in Russia. At the end of 2018, experts predict a doubling. (skyeng.ru)

In the Russian market, English occupies 76% of the study, French - 7%, German - 10%. By the rate of growth of training, Russia is in 10th place in the world. In the leaders of countries actively studying foreign languages, Malaysia, China, Romania, Ukraine.

In Moscow, the market of paid educational services in 2014 amounted to \$ 1.2 billion. In 2015, growth is expected to 1.4 billion, of which 200 million will be in English. (skyeng.ru)

The objectives for learning the language are varied. The largest percentage of the number of respondents - 26% - accounted for those who need the language for career growth. 23% learn the language for the purpose of professional development. 20% of the special goal in the study of language is not set. Also, the respondents indicated emigration (12%), passing the exam at school or university (8%) or the international TOEFL exam, IELTS (7%), and free communication in travel (4%) among the goals.

4.4 Terms and main stages of project implementation

The start of the project begins after the entering to the state register.

End in 24 months.

The activities needed to implement the project are described in Table 3.

Table 2 Stages of the project. Source: Self-authored

Stages of the project	Terms of fulfillment	Deadlines
Start of the project		01/2 years
Entry to the state register and registration with the tax authorities	Conclusion of the investment contract	1-30 calendar days
Location selection and execution of documentation	Preliminary work	01 month
Purchase of equipment	Conclusion of the investment contract	1-30 calendar days
Equipment installation	Receipt of investment funds	1-30 calendar days
Hiring	Production activity	1-30 calendar days

Training	End of the stage of organization of the production process	1-30 calendar days
Conducting a marketing campaign	360 calendar days	1-360 calendar days
End of the project		12-24 months

This is the perfect development plan for the project. In reality, there may be delays and the period may increase.

In the modern world, time is a key resource. Often, time is much more expensive than money, because, unlike them, time cannot be accumulated or restored. Therefore, the ability to make the best use of your time and manage it is of essential value for any project.

4.5 Marketing plan

Before beginning to consider the competitive environment, the author considers the current state of the consumer market. At the present time, the growing tendencies of the international crisis dictate their conditions life, both citizens and enterprises, and the economy of the state in whole.

Crisis phenomena in the economy 2013-2014. had a negative influence on the structure of the world market. However, starting in 2015, the market retail sales of products, like other markets, began to demonstrate gradual return to pre-crisis level. Activity of enterprises, which have outlived themselves on economic and moral grounds, has ceased. Many schemes of doing business became more transparent. Commodity exchange schemes simplified, as well as procedures for crediting funds to accounts, both enterprises and citizens. Consumers have become selective in their expenses, motivating it with restrictions in money resources.

Period 2014-16 years. characterized by the growth of the industry. In the coming years, the demand for foreign language teaching services in Russia will only grow. The growing consumer demand for foreign languages pushes market players to

actively develop and expand the range of their services, coverage new target consumer segments, work in related and related types of business. In the capital there is still a place for new language projects of various formats and concepts.

The most mass audience on the courses are adult working people from 18 to 35 years old, middle class, family with a sufficient level income per family member. Children's and adolescent programs are represented in 24 and 70% of the coursework schools. Corporate clients constitute an important segment of the work for any Courses of foreign languages.

Table 3 Marketing plan. Source: Self-authored

Product		Price	
Concept	Language courses	Average bill	110,5 \$
Service area	70 m ²	English (4 month)	459 \$
Assortiment	English, other languages (German, French etc.)	German (4 month)	435 \$
		French (4 month)	435 \$

4.5.1 Market Strategy

Table 4 Market Strategy. Source: Self-authored

Target markets		Product strategy
Geographical	Russia, Moscow, North-Western administration district	<ul style="list-style-type: none"> Number of assortment positions - up to 5 teachers, 1-3 languages
Segment	Private language courses	<ul style="list-style-type: none"> English language
Price niche	Mass	<ul style="list-style-type: none"> Other languages (German, French etc.)

Table 5 Target segment. Source: Self-authored

Target segment		Positioning
Social portrait	different categories of citizens 10-40 years old	<ul style="list-style-type: none"> • qualified staff
Time of the visit	Evening, 16:00-21:00	<ul style="list-style-type: none"> • group lessons
Average cost of procurement of services	600 \$/year	<ul style="list-style-type: none"> • standardized training program • english-speaking environment inside the school

A portrait of a potential client is a working man or woman, approximately up to 40-50 years old, studying for themselves or buying classes for kids. The most popular time to visit is the evening, from 16: 00 to 21: 00 and weekends, for sure.

The average price for annual tuition is lower than the average for the market, but at the opening of the school it is important to attract a client base rather than focus on bigger profit. In this case, the focus should be on loyalty, quality and reputation for customers.

It is necessary to create a good opinion that real clients will gladly share with their friends and acquaintances. In the sleeping areas of megacities advertising "word of mouth" works best.

Word of mouth is a free way to spread the information to each other about your favorite product or service under the influence of emotions. Emotions are what create the word of mouth effect.

In the services sector a manager can fully control the emotions that his clients receive from using this service.

4.6 Sales plan

4.6.1 The calendar of reaching full capacity

Table 6 The calendar of reaching full capacity. Source: intellect-nova.com

Rate	Months of the project											
	1	2	3	4	5	6	7	8	9	10	11	12
The growth rate, %	0	0	0	0	0	0	0	10	30	60	75	100
The number of consumers (visits)	0	0	0	0	0	0	0	12	56	78	78	85
Revenue, \$	0	0	0	0	0	0	0	1 410	6 267	8 678	8 607	9 428

In this table indicators are calculated considering optimistic and pessimistic indicators. This table is close to real indicators.

Forecasts should be built on a real basis and look plausible, so as not to cast doubt on the validity of the entire business plan.

When developing sales forecasts, it is necessary to consider the time factor, as well as such factors as: delay in payments for sold products, terms of payment for products by consumers (on credit, with prepayment and in fact), customer solvency, etc.

4.6.2 Sales plan

Table 7 Sales plan. Source: Self-authored

Rate	1 st year	2 nd year	3 rd year	4 th year	5 th year
The growth rate, %	1	2	2	3	3
The number of consumers (visits)	311	1 346	1 386	1 428	1 470
Revenue, \$	34 446	148 785	153 250	157 839	162 571

A sales plan is developed based on the sales forecast. It should be compiled considering the seasonality factor, the target market share, the company's production capabilities, the marketing strategy being implemented and other factors that have a significant impact on sales volumes.

4.6.3 Demand seasonality

Table 8 Seasonality. Source: intellect-nova.com

Rate	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
Seasonality – share of consumers by year, %	9	7	7	7	6	6	6	9	14	9	7	6

The main difficulty faced by language schools is the seasonality of classes. In the summer, everyone goes on vacation, and in September they start learning hard. During the holiday season, the premises are empty, and by September the demand for them rises sharply. To do this, it is important to competently think over the marketing concept for the summer period in order not to lose the teachers and not to sit without profit. As an option, it can be intensive summer courses with a 50% discount.

4.7 Investment program

4.7.1 Need for financing

Table 9 Financing. Source: Self-authored

Investments	Total expenses, \$	Share, %
Capital expenditure:	7 785.3	24.9
Construction/purchase of the building	-	-
Purchasing of equipment	7 785.3	24.9

Initial working capital:	23 410.7	75
Rent for 1 year	12 500	40
Repair and rearrangement	5 357.2	17.1
Inventories held	212.5	0.6
Web site	1 785.7	5.7
Documentation	892.8	2.8
Promotions	2 678.5	8.5

4.7.2 Financing schedule

Table 10 Financing calendar. Source: Self-authored

Investment	Quantity	Price per unit, \$	Total expenses, \$	Financing schedule												
				1	2	3	4	5	6	7	8	9	10	11	12	
Computer	2	1 071.4	2 142.8							2 142.8						
Multifunction device (tel., fax, copy)	1	660.7	660.7							660.7						
Workplace of administrator (table, chair)	1	214.2	214.2							214.2						
Couch (waiting room)	1	446.4	446.4							446.4						
Workplace of the teacher (table, chair)	2	178.5	357							357						
Wardrobe	2	125	250							250						
Desk and chair	20	80.3	1 607.1							1 607.1						
Chairs	3	62.5	187.5							187.5						
Table	1	80.3	80.3							80.3						
Cupboards	2	107.1	214.2							214.2						
Cooler	1	58.9	58.9							58.9						
Projector	2	357.1	714.2							714.2						
Shelf	4	214.2	857.1							857.1						
Documentation	-	-	892.8							892.8						
Rent	-	-	12 500	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041	1 041
Repair work	-	-	5 357.2													
Web site	-	-	1 785.7													
Promotions	-	-	2 678.5													
Total	-	-	31 000	1 041	1 041	1 041	1 041	1 041	1 041	10 497	1 041	1 041	1 041	1 041	1 041	1 041

4.8 Human resources management

The company's staff will consist of eight employees – administrator, two sales manager and five teachers, who will be subordinate to the director.

All employees of the company must be instructed by the director to know and be able to perform all the functions prescribed in the job description.

Sales Manager. The main task of the sales manager is to attract customers the correct implementation of all functions and requirements. The functions of a sales manager include:

- Receiving calls and requests from customers from e-mail,
- Check orders on the Internet site,
- Printing of the Contracts of all incoming orders from customers,
- Responsibility for storing documents in the safe (or in the desktop),
- Accepting and storing cash from customers (financial responsibility for safety), registering payment for an order in the company's database with the name of the employee who performed the corresponding order,
- Call clients (if necessary).

The director, he is the individual entrepreneur, is fully responsible for the work of the company, namely:

- For teamwork coherence,
- For the payment of wages,
- For payment of the company's expenses (advertising, office, packages),
- For reporting to the tax service,
- For the development and implementation of the marketing concept,
- For the strategy and tactics of the company.

The director controls the work of the company and makes management decisions, bears financial risks, makes a company profit. He has a flexible work schedule. He has to check the work of the company, the work of the team, check the reporting of orders (reload the database into the computer) and cash out the accumulation cards at the end of the working day when it is possible to do so. The profitability of investments depends on the success of the director.

The sales managers report directly to the director and report on the work done. They have the right to give comments to employees who are under his submission about their inappropriate performance of duties, must inform the director about such situations, the manager may make suggestions to the director about improving the company's work.

4.9 SWOT-analysis

Table 11 SWOT-analysis. Source: Self-authored

Internal environment	
Strengths (S)	Weaknesses (W)
<ul style="list-style-type: none"> • experience of business organization • attracting qualified staff • administrative support of business • lack of dependence on raw material suppliers • understanding of the consumer (being the same consumer in the past) 	<ul style="list-style-type: none"> • use of the fulfilled business processes • use of a well-known brand or franchise • use of borrowed funds • business premises for rent
External environment	
Opportunities (O)	Threats (T)
<ul style="list-style-type: none"> • growing demand • returning customers • a decrease in the solvency of consumers is not expected • reforms to support small and medium-sized businesses • competitive environment 	<ul style="list-style-type: none"> • strong competitors • lack of municipal support

4.9.1 Strengths

First of all, the author's education in the industry of business administration will be useful when working on such a project. During studying the author has got knowledges in various subjects such as revenue management, marketing, accounting,

etc. This facilitates the process and does not require lengthy and tedious research work in each area of business planning and enterprise management. In addition, the author has some experience in the field of teaching, since she worked as an English teacher through Skype. This gives an advantage in understanding how the business works from the inside.

More affordable prices will also be an advantage, as the author will try to minimize costs in order to lower prices below competitors. Of course, this will have a negative impact on income at the beginning, but the author believes that the creation of a large customer database is much more important than a lot of money, especially during the first year of working.

Finally, the school will have professionals with good language skills, education and work experience in the field of education. This will allow the company to set high standards of service, making our customers satisfied and distributing reviews on the Internet and among their friends.

4.9.2 Weaknesses

The main problem is that the Language courses segment in education market is still in deep development, but there are already some big players who set the trends for this niche. The solution for this problem should be efficient marketing and keeping high standards of service, because not all of the enterprises in this sphere pay careful attention to the service quality, especially in Russia. That is why developing a feedback system and working on a detailed service blueprint will help the business to differ from its competitors.

Finally, the political and economic situation is quite complicated not only in Russia, but in many European countries. It can result in decreased of people's income, inflation, raise in prices for supplies, while profits will probably decrease also or stay at least at the same level.

4.9.3 Opportunities

If you want to create a profitable business with a successful sales model, you should always stay in touch and explore the needs of your customers. At the same

time, an entrepreneur should follow all the news and trends in the industry worldwide to bring innovation to his project.

If the school gets a good reputation and creates a steady stream of customers, this means that the business model has proven itself, and someone may be interested in buying a ready profitable business model. This is a chance to expand both in the city and throughout the country.

4.9.4 Threats

The political and economic situation in the world greatly affects people's income. But this is unlikely to affect the demand for additional education. It is likely that the author will have to adapt his business more for regular customers in order to stay afloat. The author wants his clients to be satisfied, so he decided to set very high standards of service, which, of course, requires a professional team. Thus, it may be problematic to find suitable workers. But in any case, the author is going to provide training for new employees to provide clients with

And finally, it is necessary to carefully work on your marketing strategy and choose the right marketing channels. It is important to think about how to create recurring sales model.

4.10 Packaging business

Packaging a business or simply a “turnkey” business is practically the most important process that needs to be carefully considered and worked through at the planning stage. Almost 70% of the success of the entire company depends on its success and implementation. Will a potential client choose you or go to a competitor? Will you be able to receive more applications from each item of the “packaging business”? Will your website be able to sell the product without the participation of managers and customers will already come to you without any questions asked? All these and many others are answered by the right “business packaging”, so take it seriously.

In order to properly pack your business, you can study the whole range of textbooks, study website building, printing, implementing CRM and sales scripts. But

you should be prepared for the fact that it will take a lot of time. Proper "packaging business" requires a professional approach.

Now, we can see how author packed his business.

Figure 4 Logo of NOW English Self-authored



Figure 5 Cover for Youtube Source Self-authored



Figure 6 Web site Source: Self-authored

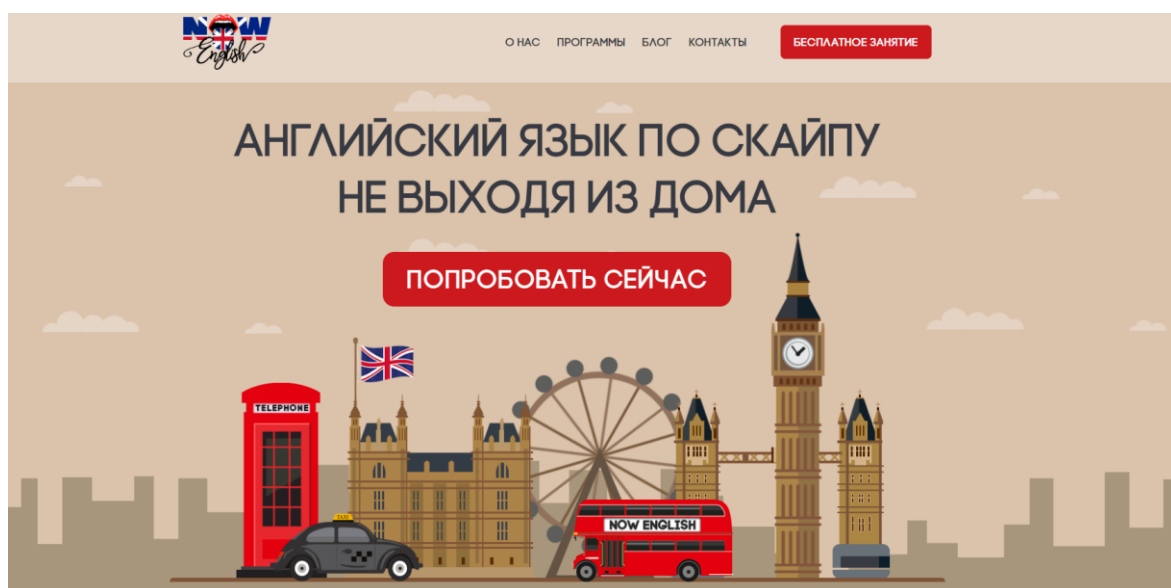


Figure 7 Web site2 Source: Self-authored

С НАМИ ВЫ ГАРАНТИРОВАННО ВЫУЧИТЕ ЯЗЫК
ИНДИВИДУАЛЬНЫЕ ЗАНЯТИЯ ОТ 490 РУБЛЕЙ

ПОЧЕМУ NOW ENGLISH?
НАШИ ЗАНЯТИЯ ПРОХОДЯТ ОНЛАЙН ОДИН НА ОДИН МЕЖДУ УЧЕНИКОМ И ПРЕПОДАВАТЕЛЕМ ПРЯМО НЕ ВЫХОДИЯ ИЗ ДОМА. НАШИ УЧЕНИКИ ПОЛУЧАЮТ УДОВОЛЬСТВИЕ ОТ УРОКОВ, ОДНОВРЕМЕННО ПРИОБРЕТАЯ БЕГЛОСТЬ В ЯЗЫКЕ И УВЕРЕННЫЕ ЗНАНИЯ.

МОЛОДЕЖЬ ЛЮБИТ НАС!
NOW ENGLISH - ЭТО НЕПРИБИЖИМНОЕ ОБУЧЕНИЕ ДЕТЕЙ И ВЗРОСЛЫХ ЗА СЧЕТ КВАЛИФИЦИРОВАННЫХ ПРЕПОДАВАТЕЛЕЙ И ИНДИВИДУАЛЬНОГО ПОДХОДА К ОБУЧЕНИЮ.
ВЫ НЕ ТОЛЬКО ИЗУЧИТЕ ЯЗЫК, НО И ПОЛОБИТЕ УЧИТЬСЯ

ЭТО ЛЕГКО И ПРОСТО!
МЫ ДЕЛАЕМ ЭТО ПРОЩЕ И УДОБНЕЕ ДЛЯ ВАС!
- БОЛЬШЕ НЕ НУЖНО ВОЗИТЬ ДЕТЕЙ К РЕПЕТИТОРАМ
- ВЫ САМИ МОЖЕТЕ КОНТРОЛИРОВАТЬ ПРОЦЕСС ОБУЧЕНИЯ
- БЫСТРАЯ ОБРАТНАЯ СВЯЗЬ
- УДОБНОЕ РАСПИСАНИЕ

Figure 8 Web site3 Source: Self-authored

Изучайте английский язык с школой NOW English

УЧИТЕ ЯЗЫКИ С УДОВОЛЬСТВИЕМ И НЕ ВЫХОДИЯ ИЗ ДОМА!

0:51 / 1:13

Watch later Share

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1 ЗАПИШИТЕСЬ НА БЕСПЛАТНОЕ ЗАНЯТИЕ

2 ПРОЙДИТЕ ПРОБНОЕ ЗАНЯТИЕ

3 СПЛАНИРУЙТЕ РАСПИСАНИЕ ДЛЯ ДАЛЬНЕЙШЕГО ОБУЧЕНИЯ

УЧИТЕ ЯЗЫК!

Figure 9 Business card Source: Self-authored

NOW ENGLISH
LANGUAGE SCHOOL

NOW ENGLISH
LANGUAGE SCHOOL

ALISA BOIARSKIKH

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Figure 10 Brochure Source: Self-authored

ПРИ ОПЛАТЕ ДО 31 СЕНТЯБРЯ – 2 УРОКА
В ПОДАРОК

*ЗАНЯТИЕ ОТ 490₽

NOW ENGLISH

ХОТИТЕ СДАТЬ ЕГЭ
НА 100 БАЛЛОВ?




УЧИТЕ ЯЗЫКИ С
УДОВОЛЬСТВИЕМ И
НЕ ВЫХОДЯ ИЗ ДОМА

NOW English – это непринужденное обучение детей и подростков дистанционно по Skype за счет квалифицированных преподавателей и индивидуального подхода к обучению.

Ваш ребенок не только изучит язык, но и полюбит учиться! ❤️

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5 Conclusions

The main purpose of this work was to study how to create a business plan for small and medium-sized businesses, and then how to implement their knowledge on the example of language courses in Moscow. Also, the goal was to show how it is important to calculate all your benefits and threats. The author found this topic quite interesting, since a business plan is a very complex concept that requires specific knowledge and consists of various disciplines. In part, this was the result of what the author learned while studying at the University of Life Sciences. The author also met with aspects that needed more thorough research regarding the concept of a business plan and its components.

English is an international language. Today, English is used everywhere - business, travel, science, education, the Internet, movies, etc. English brings people together and helps to gain knowledge from large sources of information.

More and more people realize that they need English to live. That is why the demand for learning English began to grow with a great force. Moreover, the secondary schools in Russia introduced a mandatory final exam in English, which caused a large flow of students for additional learning. That is why the choice fell on the organization of language courses.

According to marketing research, the service will be popular, the number of potential new applications per day may exceed about 50.

Marketing strategies: targeted advertising, distribution of booklets to interested potential customers, "Bring a friend" action.

The main disadvantage of the project is a large dependence on employees. It is necessary to maintain the intellectual level in the team, conduct trainings and monitor the industry.

If the company goes to the planned performance, it will receive a significant profit using a minimum of fixed and current assets.

For the effective functioning of your own enterprise, you need to know exactly your needs for the future in all resources: material, labor, intellectual, financial. It is important to foresee the sources of their receipt, to be able to identify the effectiveness

of the use of resources in the process of the enterprise. The extensive experience of foreign and Russian enterprises proves that the underestimation of business planning or its incompetent implementation lead to huge economic losses.

Planning a business provides many benefits. It, in particular:

- encourages a thorough study of business prospects;
- forces you to precisely define the goals of the business and the ways to achieve them;
- allows you to provide a clear coordination of all efforts to achieve the goals;
- identifies key business indicators necessary for subsequent evaluation and monitoring of results;
- makes the company much more prepared for sudden changes in the market situation.

Planning of activities contributes to the solution of the main task of any business - achieving maximum profit with minimum costs - identifying the most profitable sources of financing and rational directions for spending money, ensuring a stable position of the enterprise in the market. The systematic development of the strategy and tactics of production and economic activity of the enterprise is the most important task for any business.

The education sphere of Moscow is constantly growing, and the government plans to invest vast amounts of money to make our people more perspective and successful and increase the number of international companies in Russia.

The goal of NOW English is to gain a strong, stable position in the educational market in Russia. To achieve this, the organization's leadership has chosen a strategic position that emphasizes:

- qualified teachers;
- low prices for the service;
- ongoing customer support.

The financial strategy of NOW English is based on reinvesting revenues in order to ensure growth during the first few years of the organization's operations. It is expected that in 2019, revenue will be \$ 34,446. In 2020 - \$ 148,785. and by 2024 it

is planned to increase net profit to \$ 162,571. The project will pay off in the 13th month of existence.

Based on the obtained results of planning, it can be judged that these language courses will have a high demand for their proposed product.

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