

Czech University of Life Sciences Prague

Faculty of Economics and Management

Department of Economics



Bachelor Thesis

Opening an international school: A business case study

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CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE

Faculty of Economics and Management

BACHELOR THESIS ASSIGNMENT

Madina Ualikhanova

Business Administration

Thesis title

Opening an international school: A business case study

Objectives of thesis

- To provide free and compulsory education for all children of age group 3-18
- To improve the quality of education from the pre-school to higher secondary school level.
- To encourage health education in schools.
- To involve the parents in the management of schools to a great extent.

Methodology

- A. Detailed explanation of space needs over the next five year.
- B. Detailed explanation of technology, furnishings, and equipment needs.
- C. Explanation of facility options available to you and potential costs of each.
- D. Plans for financing and completing renovations and upgrades.
- E. Plans for financing a permanent home for your school, if applicable.

The proposed extent of the thesis

40 pages

Keywords

start up business, starting school, opening new school, a business key study

Recommended information sources

BROOKER, Liz. <i>Starting school: young children learning cultures</i>. Buckingham: Open University Press, 2002, xi, 190 s. ISBN 0335209327.

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RINTOUL, K. <i>Open plan organization in the primary school</i>. 1. publ. London: Ward Lock Educational, 1975, 141 s.

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Declaration

I hereby declare to have compiled this final thesis entirely myself, that I indicate all the literature and other supporting materials used in the index of bibliography and that the bound and electronic forms of the thesis are equal.

In Prague _____

Madina Ualikhanova _____

Acknowledgment

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Opening an international school: A business case study

Summary

This thesis deals with creation of an international private school in Astana, Kazakhstan. The author investigates the main methods and techniques used for development of the project on the basis of research and forecasting of market condition. The aim is to summarize all requirements needed for opening a new international private school.

Thesis consists of two parts: literature review and analytical part. Literature review is represented by theoretical background, which is devoted to be a source for an analytical part. There are submitted the maintenance of process of development of the organization, the characteristic is given to the main types of strategy of development, the role and structure of business planning in the first part of work. The analytical part is dedicated to the research about creation of new school. The results of the conducted field market research which allowed to define a profile of potential clients, calculation of consumer demand for the main project and a detailed description of the business plan are described in practical part. All the calculations have done and the risks and guarantees were fulfilled.

Key words

An international school, private school, opening an international school, business plan, new organization.

Otevření mezinárodní školy: Obchodní případová studie

Souhrn

Tato práce se zabývá vytvořením mezinárodní soukromé školy v Astaně, v Kazachstánu. Autor zkoumá hlavní metody a techniky používané při vývoji projektu na základě výzkumu a předpovědi tržních podmínek. Cílem je shrnout všechny požadavky potřebné pro otevření nové mezinárodní soukromé školy. Práce se skládá ze dvou částí: teoretická část a analytická část. Teoretická část je reprezentována z teoretického východiska, které poslouží jako zdroj pro analytickou část.

Tam jsou předkládány zachování procesu rozvoje organizace, charakteristika je věnována hlavním typům strategie rozvoje, role a struktura obchodního plánování jsou v první části práce. Analytická část je věnována výzkumu vytvoření nové školy. Výsledky provedeného tržního výzkumu, které umožnilo definovat profil potenciálních klientů, výpočet spotřebitelské poptávky pro hlavní projekt a podrobný popis podnikatelského plánu jsou popsán v praktické části. Všechny výpočty byly udělány, a také byly splněny vše rizika a záruky.

Klíčové slova

Mezinárodní škola, soukromá škola, otevření mezinárodní školy, podnikatelský plán, nová organizace.

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1. INTRODUCTION

Despite the large number of commercial educational institutions for children, they are still profitable and fast-payback business. Therefore opening a private school is a very actual business. That's why I am not afraid to start this kind of business.

Research problem is studying of prospects of creation of an international school in Astana, carrying out market researches on studying of the market, development of actions for advertising, systems of pricing, development of accurate coordination of efforts on achievement of a goal, an assessment of reality of achievement of the objectives, an assessment of the markets and the analysis of sensitivity of the project. Initial materials for carrying out research are legal documents of the organization, long-term plans of development, current plans, personal observations of the author and others.

In the first chapter of research there was submitted the maintenance of the main stages of process of development of strategy of the organization development, the characteristic is given to the main types of strategy of development, the role and structure of business planning in development of strategy are opened.

In the second chapter, the results of the conducted field market research which allowed defining a profile of potential clients, to estimate a consumer demand for the main project and a detailed description of the business plan.

2. OBJECTIVES AND METHODOLOGY

2.1 Objectives

Objectives of thesis are to study of prospects of creation of international private school in Astana, to carry out market researches on studying of the market, development of actions for advertising, systems of pricing, development of accurate coordination of efforts on achievement of a goal, an assessment of reality of achievement of the objectives, an assessment of the markets and the analysis of sensitivity of the project. Initial materials for carrying out research are legal documents of the organization, fathers' stoical materials, long-term plans of development, current plans, personal observations of the author and others.

2.2 Methodology

Thesis uses the method of theoretical analysis: review of the theoretical aspects of process of development of strategy of development of the organization, the characteristic is given to the main types of strategy of development, the role and structure of business planning in development of strategy are opened. Thesis also uses method of practical analysis: to study of prospects of creation of private school in Astana and to make a business plan of private school in Astana.

3. LITERATURE REVIEW

3.1 Business plan - reflection of the general concept of development of the organization

3.1.1 A business plan role in development of strategy and development of the organization

Business plan role in development of strategy of development of the Business planning organization - an independent type of planned activity which is directly connected with business. In the conditions of the market is unreal to achieve stable success in business if not to plan effectively its development, not to accumulate constantly information on own state and prospects, on a condition of the target markets, position of competitors in them etc.

It is necessary not only to represent precisely the requirements on prospect for material, labor, intellectual, financial resources, but to provide sources of their receiving, to be able to reveal efficiency of use of resources in the course of work of the enterprise. Before, in the presence of public administration, planning was especially centralized, on a share of the enterprises there was only a performance of the tasks and plans arriving from above. Today the majority of business concerns has no officially accepted plans, there is no necessary mechanism of planning also: different norms, standards Etc. Planning is substituted for any decisions of the owner on these or those directions of economic activity which are, as a rule, intended for the closest period of time and don't provide orientation to prospect. It is explained by fast change of a market situation in the country and of conditions of managing, small number of administrative personnel the small enterprises, authority operating the large enterprises, having solid experience of the economic management though practice often nonpluses also such heads. The quarter and annual financial statements are submitted according to the Order of the Ministry of Finance, the statistical reporting - according to the indication of Goskomstat etc. As for business planning, certain requirements or instructions for development of business plans aren't present so far. Losses of business activity it becomes known of the made mistakes, miscalculations only after drawing up quarter balance. However and detailed analeptic reviews to balances aren't formed therefore timely measures aren't taken for correction of a situation. Partly and for this reason the majority of the enterprises was in a difficult financial position (or in general insolvent), including trade

enterprises, named food and other types of service though in these branches the problem of non-payments has to disturb, apparently, least of all.

So, any adoption of the current decisions, even the timeliest, doesn't replace planning which in comparison with decision-making represents administrative activity of much higher order. Thus, business planning is an objective assessment of own business activity of the enterprise, firm and at the same time the necessary tool of perspective and investment decisions according to requirements of the market and current situation of managing. Generally business planning provides the solution of the strategic and tactical tasks facing the enterprise. Formal planning, certainly, demands efforts, but it provides also considerable benefits:

- 1) forces heads to think it is perspective;
- 2) provides a basis for adoption of effective administrative decisions;
- 3) increases opportunities in providing firm with necessary information;
- 4) promotes decrease in risks of business activity;
- 5) conducts to accurate coordination of actions of all participants of business;
- 6) allows to expect the expected changes, to be prepared for sudden change of a market situation

3.2. Concept, appointment and functions of the business plan

Development of the business plan - an important condition to start the organization of business and of his functioning. In an ideal each enterprise has to have the developed set of the purposes and tasks, to think over strategy of transformation of the purposes to actions. It is considered to be that existence of the business plan is one of instruments of increase profitable the enterprises and protects from the unjustified markets. As a question, whether agree to the businessman that writing of the business plan is one of instruments of increase of profitability of the enterprise, answers in which absence of unity of opinion on a business plan role in a solution profitability of the enterprise is reflected were received. According to 44% of businessmen recognize a business plan role for trade enterprise. 22% of heads have the position which isn't created up to the end about business plan opportunities. Pays attention to itself the fact that 21% of businessmen in general found it difficult to estimate a role and value of the business plan at profit abilities of the enterprise. It testifies that in this group has no idea of the importance and opportunities planning business. Nev-

ertheless, each businessman as beginning and skilled, has to not only imagine requirement on prospect for financial, material, labor and intellectual resources and sources of their receiving, but also be able calculate accurately efficiency of use of these resources in the course of production economic activity of firm. It is impossible to achieve stable success in business without accurate planning of the activity, continuous collecting and the analysis of information as about a condition of the target markets, position on them of competitors, so N about own prospects and opportunities.

1 The business plan is the developed justification of the project giving the chance comprehensively to estimate efficiency of the made decisions, the planned actions, to answer a question whether groan to invest money in this project. The business plan has to: first, to show that the product or service will find the consumer, to establish the market capacity of sale and prospect of its development; secondly, to estimate the expenses necessary for production and sales of products, granting in the market of works or services; thirdly, to define profitability of future production and to show its efficiency for the enterprise (investor), for the local, regional and state budget. The first task which developers - receiving and preparation reliable initial have to solve (statistical, analytical and expected) information for study of the project. Thus it is necessary to remember that the results of the made decisions received as a result directly depend on quality of basic data. Besides, any changes made to initial information on a final stage of development of the project involve recalculation of all projects. The second task explaining before authors of the business plan - a clear understanding of the content of investment actions, is more whole than them. It, in turn, will provide possibility of performance of the following task - search of the most rational and effective ways of realization of goals. The third, most important task - comprehensive and an objective assessment of efficiency of the planned investments.

2 Business planning helps: There are eight various reasons which define nature of business planning depending on for whom it is intended (respectively, all of them pursue various aims): 1. Business-plan for itself. It is some kind of self-checking: what is necessary for business opening? Whether the idea is rather realistic? 2. The business plan for receiving the credit. Until recently Kazakhstans' businessman for receiving the credit in bank could submit only the two-place feasibility report (Feasibility study) which, however, wasn't decisive for acceptance by bank. Member of other financial organization of the decision on granting the credit. A personal contact, recommendations, and also awareness of bank-

ers on a state of affairs of the borrower were decisive (as a rule, businessmen took the credits in banks which clients they were). Recently more and more and more Kazakhstans' banks demand from businessmen the business plan for the enterprise of a final decision on delivery (фн not to delivery) the credit.

3. The business plan for attraction of financial resources, third-party investors. Act as investors: venture investment funds, frequent investors of public issue of shares. If you raise funds due to public issue of shares of your company, the business plan containing data on firm, on a marketing strategy, sales, production about financial prospects will help you to sell the company to investors more successfully. As the Kazakhstan's stock market develops and stabilized, business plans will gain the increasing value for implementation public issue of securities (and in all visibility, will become a basis of a prospectus of the issue). The Kazakhstan practice has few precedents of creation of H open distribution of business plans as the auxiliary instrument of public issue.

4. The business plan for joint venture or strategic alliance with the foreign partner. The foreign companies, having endured euphoria of the first years of reorganization, now with bigger care approach an assessment of the potential partner in joint venture. And the competent business plan gives confidence to the foreign partner in gravity of your business.

5. The business plan for the conclusion of the large contract.

6. The business plan for involvement of new employees. In our years it is difficult to entice professionals from other firms, even having promised them higher earnings. The description of future activity of firm gives the potential employee information on prospects and stability of the offered work.

7. The business plan for association with other company. He will help to see advantage of the transaction: positive and negative sides of joint activity.

8. The business plan for reorganization was put also by an optimization of operations. As small the company grow, there is a need of creation strategic (or tactical - depending on a situation) concepts of development. The business plan in which development your partners in business and key employees take part, will help you to develop this concept and that is more important, will allow you to develop this concept, will allow your partners to realize more accurately the purposes and specific objectives getting in the way of implementation of this concept.

3.3 Structure of the business plan and contents of its sections

The structure and contents of the business plan strictly aren't regulated. It is focused on achievement of success mainly in financial and economic activity. Though the business plan has no strictly regulated contents and structures, by its preparation it is necessary to pay attention to the following conditions.

1. The business plan has to be professional. According to the contents, appearance judge competence of the businessman who developed this business plan. This document has to be simple, clear and available to use.

2. The business plan has to be divided into chapters (sections). The first undressed (head) - the purposes and problems of enterprise business. The business plan has to be made so that any investor could find easily in the plan the sections interesting him, parts, and points. For this purpose it is necessary to provide functional division of each chapter. For fuller from evident perception of information it is recommended to use tables, schemes, charts, schedules.

3. It is necessary to secure with an objective assessment of the business plan. First of all it is necessary to acquaint with it all members of enterprise collective. The accountant or the chief accountant has to check all financial calculations. At opportunity by the business plan the auditor has to make the conclusion. In other words, any potential investor shouldn't have found any mistake in the business plan.

4. It is necessary to control distribution of the business plan as it contains confidential information on business of the businessman or group of businessmen. It is necessary to number each copy. Anyway at the first acquaintance to the potential investor it is necessary to submit it the short review or the report of data and if the investor expressed the interest, only in this case it is possible to submit it the detailed plan.

5. Optimum on structure and the contents it is considered the business plan including seven sections. As it was already told, the business plan may contain various numbers of sections, we will provide the scheme of the most widespread of them. The sequence of work on drawing up the business plan looks as follows:

1) Summary (summary of all main questions of the maintenance of each chapter).

- 2) General prerequisites and history of the project.
- 3) Description of the company.
- 4) Products and services. (Business and its strategy).
- 5) General analysis of the market and concept of marketing.
- 6) Production and operation.
- 7) Organization and legal plan. (Management and decision-making process).
- 8) Calendar implementation of the project.
- 9) Risks
- 10) Financial plan and investments.
- 11) Financial analysis.
- 12) Appendices and illustrations

Schematically structure of the business plan in appendix A.

1. Summary. The general section (summary) is formed at the final stage development of the business plan by results of the conducted researches of calculations, however will go mad at the very beginning of material, is the first section of the business plan. Such form of construction is necessary in order that the potential investor from the very beginning of acquaintance with the project made to himself a clear idea of the contents and the expected results. For this purpose in this section the broken version of the business plan containing the main results is stated as if, having worked all the subsequent sections. Main points of the general section: short characteristic of the enterprise: when it is organized, for what purposes; property rights to the earth and building, form of ownership, organizational and legal form; purpose of the investment project: highlights of future activity; the characteristic of services, the main is other than the services of a similar sort rendered by other enterprises; opportunities and ways of implementation of the project: main consumers, potential clients; possible sources of financing: credits, individual share; estimated amounts of financing (dates of receipt, sums, repayment periods of obligations); on what the received investments will be spent; estimated efficiency of the project: term payback, profitability, the net provided income and etc.

2. Description of the company. Actually the business plan begins with the general description of the company. Its volume shouldn't exceed several pages. It is necessary to reflect primary activities and character of the company in the description. It isn't neces-

sary to go into detail as they can be stated in other sections. In this section it is necessary to answer the following questions. Whether the company is production, trade or works in a services sector? What as she intends to provide N to the clients? Where it is located? In what geographical limits she intends to develop the business (in the district, in scales are torn, in the international scales)? It is necessary to provide some information concerning what stage of development reached the company. Whether there is its business at an initial stage when it has no completely developed product range yet? Does it has the developed range of goods, but didn't begin marketing yet? Or it already conducts marketing of the products and seeks to expand activity scales? I.e. to prove possibility of implementation of the project. It is very important to formulate the business purposes. Perhaps, the company seeks to come to a certain sales volume or to certain geographical areas. The statement of such purposes for the reviewer and can important promote emergence at it considerable interest in offers. Of course, these purposes have to look realistic and achievable.

3. Products and services. The purpose of the present section - to show to the potential investor the competitive of the projected production which is provided with investment actions (production modernization). Competitive advantages can be reached in various ways, for example: release of high-quality production with the high consumer properties proving high prices; release of cheap production with lower consumer properties, but consumers available to a wide range; production with various options of registration; release unique production, the consumers calculated on a narrow circle with rather high income; expeditious production in very short terms. Authors of the investment project depending on goals go on a certain way of providing competitiveness of production. Developers of the business plan for the enterprise will have no difficulties at the description of any goods, its consumer properties. It is expedient to put to the description of the photo of product samples. Except actually description of a product, it is necessary to emphasize its advantages in comparison with other similar products of the enterprises of jumping. It is desirable to present data in the table form.

4. General analysis of the market of and concept of marketing. It is most difficult to develop this section of the business plan as research of the market wasn't peculiar to our economy until recently for the enterprise that were called by lack of such skills in a wide range of practical experts. It is necessary to recognize that the enterprise won't be able to conduct independently the developed market research: professionals and the considera-

ble volume of means are for this purpose necessary. It is necessary to recognize that the enterprise won't be able to conduct independently the developed market research: professionals and the considerable volume of means are for this purpose necessary. Therefore for local problems of technical re-equipment it is possible to recommend to managers to submit to the potential investor the description of the market of services of that region on which the field of activity of the enterprise extends. Materials of this section have to convince the potential investor that the certain types of production offered by the enterprise will find the consumer. for this purpose it is necessary for developers of the business plan: to give the characteristic of the region in which it offers or plans the services (number of the cities, settlements and villages; population on age and social composition; number of the enterprises, firms, organizations, establishments of welfare appointment and branch in which they work; number of the enterprises and types released by them production; characteristic of transport communications, etc.); to specify the main competitors who render to clients similar services, make the same production in the same region; to note competitiveness planned to production, i.e. to emphasize advantages of the projected services in comparison with the similar production which is available in the market; to characterize the main consumers of production, to prove why release of this production will attract customers; to list potential clients, whether there are preliminary arrangements (protocols on intentions) with customers or buyers; to estimate real and potential sales volume at an initial stage and on prospect, to specify production volume on which the enterprise with a certain degree of a guarantee can secure orders in the region; to specify the expected prices (pricing policy) and schemes of payments (payment after delivery, on advance payment, on sale of production on credit etc.).

5. Production and operation. The plan of production is one of the main sections of the business plan in which the main operational performance and volumes of product sales, variables and constant expenses, the plan for the personnel, costs of depreciation of the fixed business assets, requirements to the organization of production and the main technical and economic characteristics of production, the specialized equipment and the used technologies are considered. In this section the way by means of which it is planned to arrange production and product sales with the instruction problem and bottlenecks on which it is necessary to pay special attention and means (methods) of their overcoming is in detail described.

6. Organization and legal plan. (Management and decision-making process). In the section it should be noted with whom the organization of new business is necessary and as adjustment of work with it is planned. Thus qualification requirements where it is specified have to be a starting point: which experts (what profile, education, experience) and with what salary are necessary for successful business management; on what conditions experts (permanent job, part-time workers (external experts)) are employed; whether there is an opportunity to use services of any organization for hiring of such professionals; in case the part of the personnel is already employed, it is necessary to give short biographic data on the employees: qualification; former experience and its usefulness for the enterprise. Also the organizational structure of the enterprise which reflects also is given in this section: who and then will be engaged; interaction of all services with each other; coordination and control of their activity. It is expedient to stipulate in this section and questions of compensation of the leading personnel and its stimulation. In this section which is especially important for the new enterprises and firms, which form in which it is planned to run business is specified. Practically, it is about form of ownership and legal status of the organization: the private firm, cooperative, the state enterprise each of these forms has the features, the pluses and minuses which too can affect success of the project and therefore are rather interesting for investors and partners. Concrete filling of the section respectively depends on the chosen legal form of the organization. The western investors prefer to deal with the businessmen making own investments in business. Small enterprise - the shortest way to success for the beginning businessman, especially, in the sphere of processing industry and agriculture. Efficiency of small enterprises consists that they are capable to intensify restructuring of economy, to give a wide basis of a choice to potential consumers and new workplaces, to provide a fast economic return, quickly to react to changes of a consumer demand.

7. Risks. The section is broken into two parts. In the first all types of risks which authors of the business plan can face are foreseen: fires and earthquakes, strikes and international conflicts, changes in tax regulation and fluctuations of exchange rates, and also sources and moment of their emergence. In the second part the answer to a question is given: how to reduce risks and losses. The answer has to consist of two points: organizational measures of prevention of risks are specified, measures for reduction of these risks and losses are developed; the program of insurance upon risks is provided. In case of crea-

tion of modern system of commercial insurance types of insurance policies (any step can be insured against purchase of the equipment before providing currency means because of speculative rate fluctuations of currencies) are specified in business plans and for what sums them is planned to get.

3.4 Business plan development stages

In the course of a preparatory (organizational) stage define the purposes of creation of the document, its appointment, terms, executives of sections, need of involvement of experts from other organizations, the schedule of work, and the budget. The first stage can be broken into a number of steps.

1. Definition is more whole than writing of the business plan. Main objectives in this case are: receiving borrowed funds from different sources, creation of internal conviction in need of this project, advertising of the project, independent examination of the project by third-party experts.

2. Definition of sources of information. & we will group information for development of the business plan in two groups: primary and secondary. Carry the data collected for the first time for this research to primary information, and to secondary - information which already somewhere exists, being collected earlier for other purposes. At a choice of sources of information two moments are important: for what purpose the plan and what budget of business planning is written. Supervision, experiment and poll belong to methods of collecting primary information. Sources of secondary information are: internal sources (reports of firm on profits and losses, budgets, reports on the previous researches, architectural projects, POS, PPR); external official sources (standard and legislative materials); external periodic and scientific and methodical materials (magazines, newspapers, books on planning, economy, etc.) ; external commercial information (materials of consulting, analytical firms).

3. Exact definition of target readers. The business plan is developed for target readers who often are experts of a narrow profile (banks, investment companies, individual investors, consumers, public authorities, and public organizations). For each of target readers it is necessary to use special style of writing, a specific conceptual framework, to choose a method of calculation of indicators.

4. Establishment of the general structure of the document. The structure of the business plan is in detail considered in the previous paragraph Development Stage of the Plan for Sections, their configuration and the data in the uniform interconnected document. The second stage can also be broken into a number of steps.

1. Collection of information. Before being engaged in drawing up the business plan, it is necessary to collect all initial information. Having necessary information, the head of the business project even before drawing up the business plan can estimate viability of the concept of the new project. First of all, it is necessary to estimate demand for goods (works or services) which is offered to be made, i.e. to understand as to whom will be on sale and why people buy it. It is necessary to remember that people buy not simply a product or service, and set of certain advantages, resolving the consumer problems. This set of advantages includes four elements (marketing specialists call them a marketing complex): characteristics of the product, its price, encouragement of demand for this product and place of its realization. The essence of the central idea of the theory of marketing consists that the market includes quite separate divisions or segments. Each segment imposes specific requirements to production or services. If the enterprise gives the production or services according to these requirements and will make it better, than competitors, it will be able to increase a share of the participation in the market and, therefore, profitability. Definition of inquiries of buyers, ways of an exit to them and ways of bringing to them of the production will be important circumstance thus. Without good understanding of inquiries of buyers (clients) it is impossible to estimate strong and weaknesses of production and services. Necessary data are obtained, having addressed to the relevant organizations or having conducted own researches. Publications of branch associations, government reports, articles in scientific magazines, Internet information can become a source of information. Data on the potential sizes of the market can prove those provisions of the business plan which concern marketing. They have to contain information on rival firms, a trade margin, market trends and prospects of growth. Production information includes definition of the resource requirements of the enterprise depending on what production it is going to let out. The most part of necessary information can be received at producers of similar production or on the basis of the experience which is available for the enterprise. When collecting production information it is necessary to pay attention to the next moments: production operations - to establish the list of all basic operations on processing and assembly, to find

out, whether it is impossible to charge some of them to subcontractors and if it is possible, what and to whom; raw materials and materials - to make the list of all types of raw materials and materials, to establish the name of firms suppliers, their addresses and estimated prices; the equipment - to make the specification of all necessary equipment and on each unit of equipment to find out, whether it is possible to lease it or it is necessary to get in property; overhead costs - expenses on purchase of tools, overalls, a stationery, on payment of accounts for the electric power, a water supply system, other municipal services, on a salary of the administrative personnel, etc. Information on property of firm gives an idea of that potential which it possesses at present, whether it is capable to growth without or with attraction additional investments, and also to development of new segments of the market. It's important to pay attention to terms of depreciation of property, its wear, to estimate when it needs replacement. Financial information is necessary for a comprehensive assessment of financial aspects of activity of firm. On the basis of this information potential investors will judge profitability of the project, the size of financial investments for a covering of operating costs of the initial stage and ways of receiving necessary means (a share issue, a loan, etc.) . There are three groups of financial performance which allow to estimate viability of the enterprise: the forecast of the income and expenses for the first two years; the forecast of monetary cash for the same period; the balance sheet of firm at the moment and the forecast of a condition of assets and liabilities of firm for the year ahead (the balance plan).

The forecast of expenses and the income of the enterprises are under construction on the basis of data on the expected demand volume. The forecast of monetary cash shows ability of firm in due time to pay the bills. In its initial monetary cash, the expected receipts and payments with the indication of volumes and terms have to be estimated. The balance sheet characterizes a financial situation of firm for the concrete moment. It displays assets (what the enterprise owns), liabilities (its debt) and investments made by the owner of firm and his partners. Information on the balance sheet is possible only for operating companies. The listed information directly is displayed in the business plan. The business plan has to consider the real conditions of investment policy operating in Kazakhstan. If for the project it is supposed to receive borrowed funds from several investors, it is necessary to have information on investment conditions at a preliminary stage. Investors including state impose strict requirements to contents of projects; determine duration of the short-term and long-

term credits, level of an interest rate for the credit, the minimum and maximum volumes of the credit sum. In case of submission of the business plan as investment demand for receiving financial resources from the federal budget it is necessary to consider requirements of the Ministry of economic development and trade.

2. Direct writing of the business plan. This step is recommended to be carried out with direct participation of future performers of the business plan (initiators of its writing). Implementation of this requirement has the following advantages: the businessman has further more system and complete idea about weak and strengths of the organization, the main directions of its activity, real chances to realize this project; the businessman gets additional experience of planned activity which is one of management functions. The stage of discussion of the business plan by heads and leading experts of structural divisions of the enterprise and consultants of the third-party organizations includes studying and synthesis of sections of all responses by authors and preparation according to each reasonable remark of the reasoned conclusion. After joint discussion the draft of the business plan is finished, discussed repeatedly and make the decision on its further adjustment or development of new option. At the final stage carry out a final version of the business plan, his statement at the management of the enterprise and transfer to all interested organizations and persons (to shareholders, potential investors, etc.).

3.5. The system of education in Kazakhstan

Education as system is the unique social institute urged to develop abilities of the personality; socially significant ideals designing future society; to satisfy needs of people for education during all life (an education continuity), and also to satisfy need of society for social adaptation of young people for use of their professional skills for development of economy.

The president of the country N. A. Nazarbayev in the next decade carries science and education on which development in a decisive measure rates of economic, technical and technological progress, political development, a condition of culture and spirituality in society depend to the strategic directions of development of the republic.

For years of reforms courageous steps are taken for introduction of innovations. So, with acceptance in June, 1999. The law "About Education" the new model of a national educa-

tion system corresponding to the International standard classification of education recommended to UNESCO works. According to it, on the basis of the principle of continuity of continuity 4 educational levels are established:

1. Preschool education and training.
2. Secondary education.
3. The higher education.
4. Postgraduate education.

The main priorities in school education is further ensuring the rights of citizens for free secondary education in public institutions of education, ensuring quality of teaching and educational process up-to-date, full coverage with training of children of school age.

Education which the school gives is one of the main factors providing active inclusion of children in social and economic processes of society. It makes the main level of system of continuous education and includes 3 steps: initial, main and average comprehensive schools. Today the system of school education of area includes 833 public and 14th private schools. Besides, 13 legally dependent schools functioning at kindergartens and 3 – at colleges. Among comprehensive schools of 3 schools with profound studying of subjects, 9 gymnasiums, 10 lyceums, 3 boarding schools. Distribution of schools of area on steps of education and the location. Total number trained in 2010/11 academic years made 11192 persons, at the state professional technical schools 9716 people, in the non-state – 1476 are trained. Every sixth pupil is trained on a paid basis. In number of places private comprehensive schools are larger state, however, fallibility than them lower that is defined by higher cost of services, financing completely goes from pupils. However quality at private schools many times exceeds education. Pupils are trained at once in three languages:

Kazakh, English and Russian. The regional program of development of an education system for 2030 assumes creation of conditions for increase of availability of primary and secondary professional education to teenagers and youth, and also ensuring vocational training and retraining of adult population taking into account a situation in labor market and structural changes in area economy, development in system of professional education of services of marketing and employment; expansion of volume of training of workers and experts with secondary professional education on the basis of the order of the enterprises.

4. ANALITYCAL PART

4.1 Development of business plan of opening of international private school in the city of Astana, Kazakhstan

4.1.1 Summary of the project

School for all age (children, students, adults).

Number of pupils – 1000 people

The room – rent of a non-residential premise

Languages – Kazakh, Russian, English

Main objective of creation of the designed enterprise is receiving commercial profit for the account providing paid services to the population at comprehensive private school in the city of Astana with number of inhabitants more than 400 thousand people.

School called “Zerde”.

The business plan of school it is developed on the basis of one of really carried out projects of analytical group Intesco Research Group. The business plan is prepared according to the international UNIDO standard.

Appeal of implementation of this project locates positive forecasts of experts concerning the market of private schools of Kazakhstan in the next years.

Project purposes:

- attraction of investment means for opening of private school;
- justification of economic efficiency of opening of private school;
- development of the stage-by-stage plan of creation and development of private school.

Description of the project:

- an arrangement – the city of Astana, the capital of the republic;
- isolation from large highways and highways;
- existence nearby green zone, sports grounds, pool;
- existence of extensive housing stock in the next areas (as presence of potential clients).
- the private school will work six days in a week;
- the schedule of work of teachers – from 10:00 till 21:00, a lesson lasts 45 minutes;

- the area – 5008 sq.m.;

At school it is planned to organize 8 educational classes and 2 computer classes in which classes will be given. One class will be designed a maximum for 15 pupils. Demographic recession and a distortion in preferences of entrants in favor of the higher school led to that in system of pre-university professional education the huge number of property was not used. Thus, within this project long-term rent of the empty educational cases (classes) is offered.

The area of the rented room for 8 educational and 2 computer classes according to sanitary standards will make about 1008 sq.m. (8 educational classes * 3 sq.m on one pupil * 15 pupils + 2 computer classes * 6 sq.m. on one pupil * 15 pupils). Except that order of 42 sq.m. will make the area of foreign languages, rented rooms necessary for placement of administration of school. Thus, the total area of the rented rooms will make about 1050 sq.m.

The rent for 1 sq.m will make about 2 dollars. Then the total amount of a rent in a month will make about 2100 dollars.

4.2 Description of the enterprise and branch

Educational process at school will be based on methods at different levels. Innovation of nonconventional forms of a lesson (the integrated lessons, reviews of knowledge, conferences, thematic offsets, lessons in the museums and at exhibitions, etc.). Uses of TSO (a language laboratory, a computer office, the video, audio-and projective equipment, interactive boards), involvement of pupils to research work.

Study mode: Monday-Friday, 9:00 - 16:30

Classes: from 1 to 11

Food: The 3-times

4.3 Description of production (services)

The main idea of the projected business is the organization of the enterprise for rendering of services of paid secondary education in specially equipped premises of school, with the average market prices, both on the main, and on additional types of service.

The main objective of business consists in creation of commercially effective enterprise providing services of training in a comfortable place and in convenient conditions.

The basic principles of successful commercial activity of classical school for children in the competitive market have to become:

The demanded range of language programs and popular formats of study among target audience, convenient time and venue of occupations, ensuring educational process with the necessary equipment, expendables and grants, the qualified teaching structure. Use of modern technologies and tutorials, confidential relations with listeners, cozy situation at school, individual approach, accounting of wishes of clients, own school traditions, informal communication in school and beyond its limits.

The main task of organizers of the project, the regular and non-staff personnel of school is creation of symbiosis of the atmosphere of comfort and quality training which will promote preservation of client base of listeners (users of the main and additional services of school), and its development at the expense of recommendations of her pupils.

The price policy of school is under construction on the analysis of average market offers of schools analogs in the city of Astana. Advance of a brand of school and its services is based on 2kh a landmark advertising campaign that has to provide mass inflow of new listeners and fast filling of classroom rooms with the maximum number of students. The number of additional services and offers at school at the first stage of its development is limited to the minimum set that will allow to concentrate on the main process of training, to increase its quality and satisfaction of clients, and also sensitively to react to all inquiries and wishes of listeners.

Within the project gradual filling of school audiences taking into account 3-shift occupations in day within a year is supposed. Future services: since 2017 it is supposed to expand business geography, creating new branches of school in various areas Astana and other areas; intensive development of activity in the field of providing these services is planned.

4.4 Marketing and sales of products (services)

The increase in demand for services of school requires carrying out the advertising company.

The print advertising will be placed in various editions. Leaflets, booklets will extend at other schools, the family centers, shopping centers.

This school is planned for 1000 pupils. In the first year the fullness of educational groups of 600 pupils, in the second year – 800 pupils, in the third – 1000 pupils is planned. Thus,

one pupil will visit to 12 occupations (for 45 minutes) in week or 48 occupations in a month.

The projected business on providing paid services in training of children at business comprehensive school of the classical concept as show calculations is economically expedient.

The choice of the concept of school depends on the financial potential and the purposes of the initiator of the Project, existence at it personnel resources, characteristics of the local consumer and level of the competition in each segment.

Whatever concept of paid school chose for himself the initiator of the Project, the commercial effect of its realization will be positive on condition of preliminary development of accurate strategy of the Project and competent economic and marketing planning of economic activity. The Kazakh market has all prerequisites for an exit of new language schools practically of any formats.

4.5 Production plan

In a day in one class at most 12 lessons (see Tab. 1), in a month – 312 lessons can be conducted (26 days * 12 lessons). Means, the possible maximum volume of services in a month will make 3432 lessons (312 lessons * 11 classes). Then in a quarter the maximum quantity of lessons will make 10296.

Table 1. Class timetable

Start	Ending	Shift
10:00	10:45	1 shift
10:50	11:35	
11:55	12:40	
12:45	13:30	
13:50	14:35	2 shift
14:40	15:25	
15:45	16:30	
16:35	17:20	
17:40	18:25	3 shift
18:30	19:15	
19:35	20:20	
20:25	21:10	

The approximate lesson schedule presented in table 1 taking into account use of 11 classes will allow providing educational process in 66 groups of pupils. Or in 33 groups a day (11 classes * 3 changes) at 4 lessons three times a week, or in 66 groups a day at 2 lessons daily.

Up to 16 people numbering educational groups the maximum number of pupils of school will make 1056 people (66 groups * 16 people).

Prior to work of the School it is necessary to acquire the equipment. The need for the equipment and stock is presented in table 2:

Table 2. Inventory

Nomination	Amount	Price, USD	Value
Furniture for the director and accountant	2	2500	5000
Projector Epson EB-X02 (V11H432140)	11	1000	11000
Computers for computer class	34	400	13600
Headphones with microphones	34	200	6800
Computers for administration	3	400	1200
Netbooks for the classrooms	9	350	3150
Floor hanger	11	150	1650
Fax	1	450	450
Multifunctional device HP Laser Jet MFP	2	800	1600
Office chairs	3	170	510
Total			44960

The total cost of the acquired equipment and stock of school will make 9119 dollars.

As rent of rooms for educational and computer classes is supposed, acquisition of new furniture (school desks and chairs) for the equipment of classes originally isn't supposed, and the furniture, available this educational institution will be used. Further the new modern furniture for educational classes will be acquired at the expense of the got profit.

It is necessary to include costs of registration and licensing of private educational institution in initial one-time costs. It is necessary to include costs of allowing documents in these

expenses; costs of licensing, costs of purchase of the equipment I include also transport expenses.

For registration of educational institution founders are obliged:

- to pay the state tax (20 dollars);

- to prepare and submit to registering body constituent documents of the created organization (depending on an organizational and legal form - the protocol or the decision on creation of the organization, the Charter, it is possible - the foundation agreement, and also a number of other documents in case of registration of public association), data on founders, location information of constantly operating executive body;

- to certify at the notary the signature on the statement for registration of legal entity of the established form (the applicant any of founders has to act) and to submit the application to registering body.

- payment of the notary – 8 dollars.

After the state registration before starting practical activities on rendering services in the field of education, the educational institution has to obtain the license. The order of licensing of educational activity is defined by the Government of Kazakhstan.

Costs of licensing and registration will make – 150 dollars.

Thus, registration and licensing will require 178 dollars. We will present initial expenses in table 3.

Table 3. Initial costs (one-time)

Nomination	Amount		Value
Furniture for the director and accountant	2	2500	5000
Projector Epson EB-X02 (V11H432140)	11	1000	11000
Computers for computer class	34	400	13600
Headphones with microphones	34	200	6800
Computers for administration	3	400	1200
Netbooks for the classrooms	9	350	3150
Floor hanger	11	150	1650
Fax	1	450	450
Multifunctional device HP Laser Jet MFP	2	800	1600
Office chairs	3	170	510
State tax	1	200	200
Notary services	1	80	80
Licensing and registration	1	150	150
Total			45390

Initial costs of opening of private school of foreign languages will make 45390 dollars.

The school will monthly incur expenses for rent, utility payments, stationery, for communication, protection. Payments for these types of service are presented in table 4:

Table 4. The current costs of an activity (ongoing)

Nomination index	Price, dollars
Rent	4005
Communal payments	800
Expenses on communication, including the Internet	200
The cost of protection	150
Advertising costs	70
Advertising in specialized periodical literature	80
Flyers	90
Booklets	100
Total	5495

Constant expenses for implementation of the project will make 5495 dollars a month. In a year constant expenses will make 65949 dollars.

We will present the current expenses in a section of constants and variables.

Table 5. Current costs by years

	1 year	2 year	3 year	4 year	5 year
the cost of supporting materials	5495	5496	5497	5498	5499
the salary of teachers	187200	187200	187200	187200	187200
total variables	192695	192696	192697	192698	192699
the cost of providing the activity	50060	50060	50060	50060	50060
salary APM	237984	237984	237984	237984	237984
total permanent	738584	738584	738584	738584	738584
TOTAL	931279	931280	931281	931282	931283

Variable expenses (costs of auxiliary materials – a stationery, it is printing auxiliary material for pupils. Variable expenses make 457 dollars a month. At the rate on 1000 pupils.

4.6 Organizational plan

The structure of the necessary personnel of private school looks as follows (table 6):

Table 6. The personnel structure

The title of the post	Number of persons
Director	1
Manager to work with clients and marketing	1
Accountant	1
Administrator	1
Teachers	26
Cleaner	1
Total	31

Requirements to the personnel:

- Director. The higher economic education, experience of the leading work of 5 years. The director performs the general plant management.

- Account manager and marketing. The higher profile education, experience of 3 years, skill to communicate, skills of negotiating, experience in carrying out the advertizing companies, the advanced PC user.

- Accountant. The higher profile education, experience of 5 years, knowledge 1C, the advanced PC user. Duties – conducting accounting at the enterprise, maintaining the accounting of fixed assets, material stocks, a salary of calculations with suppliers and buyers, tax accounting.

- Administrator. Education is higher than an average, pleasant appearance, the advanced PC user, skill to communicate, discipline. Duties – drawing up class timetable, consulting services, providing the enterprise with materials (paper, handles, etc.).

- Teachers. The higher or secondary profile education. Experience of 8 years. Duties – maintaining lessons.

- Cleaner. Lack of addictions, discipline.

Further the wages fund (table 7) is presented.

Table 7. Payroll

Job title	Number of persons	salary, USD	Bonus, %	Bonus, USD	Total salary for month, USD	Month payroll, USD	The scheme of calculations
Director	1	600	10	60	600-660	600-660	Bonus, tenge = salary * bonus, %; Total month salary = salary + bonus, tenge; Month payroll = total salary * number of persons
Manager to work with clients and marketing	1	460	10	46	460-506	460-506	similarly
Accountant	1	460	10	46	460-506	460-506	similarly
Administrator	1	470	10	47	470-517	470-517	similarly
Cleaner	1	230	10	23	230-253	230-253	similarly
Total	5				2320	2532	

Calculation of premiums:

- bonus for Director = $600 * 10\% = 60$ dollars.
- the award is for the Manager = $460 * 10\% = 46$ dollars.
- the prize for the accountant = $460 * 10\% = 46$ dollars.
- the award for administrator = $470 * 10\% = 47$ dollars.
- the prize for the cleaning lady = $230 * 10\% = 23$ dollars.
- Total salary per month:
- the salary for Director = $600 + 60 = 660$ dollars.
- salary for the Manager = $460 + 46 = 506$ dollars.
- the salary for accountant = $460 + 46 = 506$ dollars.
- salary for admin = $470 + 47 = 517$ dollars.
- s/n for the cleaning lady = $230 + 23 = 253$ dollars.

The salary of teachers will depend on quantity of the conducted lessons. The salary of administrative personnel of our school will be a constant.

In the first year it is planned to recruit 600 students, the second 800, the third – 1000.

Calculate the percentage of the implementation services of the maximum volume.

- 1-year – 60%,
- 2-year – 80%,
- 3-year 100%.

Next years is planned a 100% occupancy of the school.

According to the estimated enrolment forecast plan lessons for the billing period.

Experience the product structure would look as follows:

- English - 68,25%
- German - 12,70%
- French - 4,76%
- Italian - 4,76%
- Chinese is 6.35%
- Other languages - 3,17%

Table 8. The sales plan, the number of services in the first year of project implementation

Index	Quarter				Total for year	The scheme of calculations
	1	2	3	4		
English	4046	4046	3641	4046	15779	This year it is planned 60% from the maximum amount of service, i.e. $9828 * 60\% = 5928$; $5928 * 68,25\% = 4046$
German	753	753	677	753	2936	$9828 * 60\% = 5928$; $5928 * 12,70\% = 753$
French	282	282	254	282	1100	$9828 * 60\% = 5928$; $5928 * 4,76\% = 282$
Italian	282	282	254	282	1100	$9828 * 60\% = 5928$; $5928 * 4,76\% = 282$
Chinese	376	376	339	376	1467	$9828 * 60\% = 5928$; $5928 * 6,35\% = 376$
Other languages	188	188	169	188	733	$9828 * 60\% = 5928$; $5928 * 3,17\% = 188$
Total	5928	5928	5335	5928	23115	

In the third quarter there is a decrease in the number of lessons by 10%, because usually in the summer months a large number of people planning a holiday, and for the first year the total number of services will be 23115 lesson.

Analyzing Internet sources, newspaper advertisements, the price for one session will be taken at the level of the average:

English - 300

German - 310

French - 310

Italian - 325

Chinese - 340

Other languages - 250

Table 9. The revenue plan, dollars

Index	1 year	2 year	3 year	4 year	5 year	Scheme of calculations
English	252464	332208	418576	418576	418576	Amount of lessons during year* number of students in the classroom * price
German	51673	67953	85659	85659	85659	similarly
French	19360	25467	32120	32120	32120	Similarly
Italian	22000	28940	36500	36500	36500	Similarly
Chinese	32860	43254	54521	54521	54521	Similarly
Other languages	17592	23208	29208	29208	29208	Similarly
Total	395950	521031	656584	656584	656584	

Thus, for the first year revenue will be 39595040 tenge, in the second year 521031 dollars, third, fourth and fifth year – 656584 dollars.

4.7 Financial plan.

Funding strategy:

The initial investment amount to 9697 dollars

Borrowed funds – 9697 dollars

Equity capital is 8000 dollars, it is planned to leave a cash reserve for unforeseen circumstances.

For financing of the project is planned to take out a loan ("business Development") in the amount of 9697 dollars, for three years with principal payments in equal monthly installments, at 16% per annum.

Table 10. Loan repayment schedule

Month / year	The balance of the principal debt, dollars	The payment of the principal debt, dollars	Per cent payments, dollars	Total month payments, dollars
1	9697	269	129	398
2	9427	269	125	395
3	9158	269	122	391
4	8888	269	118	387
5	8619	269	114	384
6	8350	269	111	380
7	8080	269	107	377
8	7811	269	104	373
9	7542	269	100	369
10	7272	269	96	366
11	7003	269	93	362
12	6734	269	89	359
Total for 1 year		3228	1314	4546
1	6464	269	86	355
2	6195	269	82	351
3	5925	269	79	348
4	5656	269	75	344
5	5387	269	71	341
6	5117	269	68	337
7	4848	269	64	334
8	4579	269	61	330
9	4309	269	57	326
10	4040	269	53	323
11	3771	269	50	319
12	3501	269	46	316
Total for 2 year		3228	797	4029
1	3232	269	43	312

2	2962	269	39	308
3	2693	269	35	305
4	2424	269	32	301
5	2154	269	28	298
6	1885	269	25	294
7	1616	269	21	290
8	1346	269	17	287
9	1077	269	14	283
10	808	269	10	280
11	538	269	7	276
12	269	269	3	272
Total for 3 year		3228	280	3512
Total for 3 years		9684	2391	12088

Thus, the loan payments in the first year will amount to USD 4546 in the second year 9642 dollars, in the third year – 3512 dollars.

On the basis of the calculated data to draw up the profit and loss account.

Table 11. The profit and loss account

	1 year	2 year	3 year	4 year	5 year
Revenue	395950	521031	656584	656584	656584
Total costs	147716	170016	194196	190684	190684
-fixed costs	70958	70958	70958	70958	70958
-variable costs	72211	95028	119725	119725	119725
payments on the loan	4546	4029	3512	0	0
Profit	248233	351015	462388	465900	465900
The income tax 20%	49646	70203	92477	93180	93180
Pure profit	198586	280812	369910	372720	372720

Net profit in the first year of implementation of the project will be 198586 dollars, in the second year of a net profit of USD 280812, in the third year of project implementation, the net profit will make USD 369910, and beginning with the fourth – 372720 dollars.

4.8 Risks and guarantees

Determine the most significant risks to the private school of foreign languages.

The size of the company:

This risk factor is estimated in the range 0 – 3 %. Take in the amount of 2 % because the object of evaluation can be considered as an average business of regional scale.

Financial structure:

This risk factor is estimated in the range 0 – 5 %. This indicator depends on the concentration ratio of own capital and current liquidity. Taken at the rate of 4 %.

Production and territorial diversification:

This risk factor is estimated in the range 0 – 3 %. The company has the only line of activity – realisation of railway tickets. Territorial diversification is present within the city of Astana, which is insufficient for a sustainable business. Take in the amount of 2 %

Diversification of clientele:

This risk factor is estimated at between 0 – 4 %. The risk of loss of clientele is typical for all companies. However, the loss of a client, in varying degrees, affects the sales of different companies. The smaller the dependence of the company's revenues from one or more major customers, the ceteris paribus it is more stable. Consumers train tickets are consumers of different ages, which allows us to estimate this risk factor as the average of 2 %.

The company's profitability and predictability of its revenues:

This risk factor is estimated at between 0 – 4 %. The profitability of this company primarily depends on price policy. Predictability and stability of income in this business is not high enough, therefore evaluate this factor at 3 %

Quality control:

Quality management affects all spheres of existence of the company, i.e. the current state of the company and prospects of its development are largely predetermined by the quality control. It is often impossible to identify those individual indicators that management had a particularly strong influence. Therefore, this risk factor is defined as the average factors, except for factors that depend on the size of the company and predictability of income. The value of the quality factor is 2 %.

Other own risks:

This risk factor is estimated in the range 0 – 5 % and takes into account the likely impact on the projected income of other specific risks inherent in a target company. Taking into account the specifics of doing business in Kazakhstan, there should be a discount rate the value of this factor on the level of the mid-range. Take this figure of 2.5 %.

Taking into account the risk-free rate derived 25%.

Table 12. The calculation of the discounted cash flow

	1 year	2 year	3 year	4 year	5 year
Balance	188889	280812	369910	372720	372720
Discounted cash flow	151111	179719	189394	152666	122133
Discounted cash flow cumulative	151111	330831	520225	672892	795025

Based on this table, we can conclude that the school will begin to make a profit only in the second year.

Thus, we can conclude that the project is effective because the net present value is positive.

5. EVALUATION OF RESULTS

5.1 Conclusion

In modern conditions the first that is necessary for successful functioning of business is profitability.

This bachelor thesis provides essential advice for those who want to deal with business connected with opening an international private school. It can be clearly seen how to open a new organization from practical part. All needed materials are written step by step.

In modern conditions the first that is necessary for successful functioning of business is profitability. As a result of the carried out calculations that opening of private school it is favorable from financial side.

At first sight, the competition in this segment is high. Nevertheless, as practice shows, the new center can at the correct positioning quickly enough attract regular customers. Competitive advantage are small groups on 4-6 people, an author's technique of teaching, special approach to children, an arrangement of delivery of students by school bus. Opening comprehensive school is loyalty of clients, after all many people need to gain knowledge: many want to work abroad. Many seek to work with the foreign personnel or colleagues on business. Also many children need a foreign language successfully to be trained in educational institutions. That's why school is an international. It is specialized in English, Kazakh and Russian languages. On these "main whales" business will keep.

For achievement of the above purpose theoretical and practical aspects of carrying out researches and forecasting of market condition were studied, the consumer demand is studied, the target segment for rendering of services is chosen, diagnostics of a competitive position of private school on a market segment is carried out; the project of opening of the enterprise is developed and its commercial effectiveness is proved.

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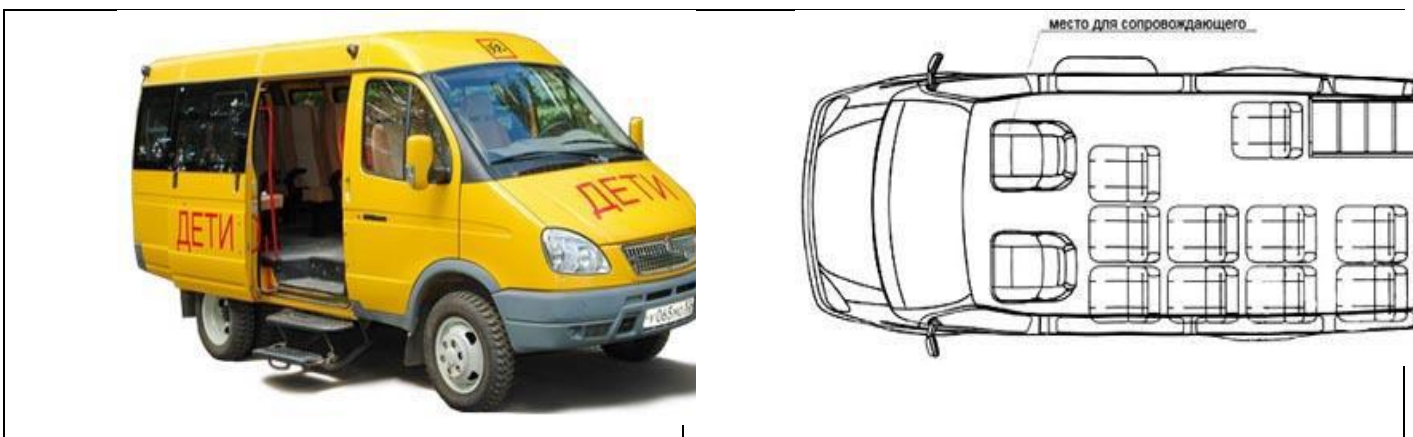
7. SCHEMATICALLY STRUCTURE OF THE BUSINESS PLAN

7.1 Appendix A

- The plan begins with a project essence statement, for example "creation of private school of a full cycle for 1-11 classes".
- On the second place designate the short-term and long-term goals set for school.
- Specify terms for which the project will be counted and incarnate.
- Marketing description. In detail specify in this section, which educational services will be rendered, register financing sources, a total cost of the project.
- Advantages of this educational institution. Usually here specify opportunity to change number of subject hours at the request of pupils, atypical subjects, author's techniques etc.
- Risks of the project. When founder laymans think how to open private school in Russia, these risks consider not always. But they are capable not only to make future business unprofitable, but also to lead to closing of school. Treat risks: decrease in demand for education in connection with crisis, opening of the competing institutions etc.

7.2 Appendix B

School bus



Color of a body – yellow.

The speed limiter to 60 km/h

Lamp of external lighting over a movable door
The ventilating hatch in forward part of salon
Footboard side with an additional step
The device interfering a bus start of motion at an open door
Hand-rail in passes
The heater working from the engine cooling system
The external and external loud-speaking device at the driver
The alarm button "A request is provided in each cross row of seats about to stop"
The workplace of the driver is equipped sound and light with signals of need stops, included from locations of children
Compartment in back part for placement of hand luggage and (or) baggage
Two seats for the adult passenger accompanying children in salon with belts safety (also two at the driver)
Two places for installation of fire extinguishers (one of places is near the driver's seat)
Two medical first-aid kits
The device providing automatic giving of a sound signal at the movement backing
The thermo - a noise isolation of a ceiling, walls, doors
Ceiling – skin. deputy, (plastic)
Floor covering with a waterproofing of all seams.

School double desk with the screen

