

**CZECH UNIVERSITY OF LIFE SCIENCES PRAGUE**

**Faculty of Economics and Management**

**Department of Economics**



**BACHELOR THESIS**

**Business Plan – Nursery School in the Czech Republic**

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## **DECLARATION**

I hereby declare that I have worked on my Bachelor Thesis called  
“Business Plan – Nursery School in the Czech Republic”  
solely by myself.

I confirm that all the information used is mentioned at the end of the Thesis.

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Prague  
April 2009

## **ACKNOWLEDGEMENT**

I would like to thank my supervisor Ing. Michaela Antoušková for her expert suggestions, recommendations and help with my Bachelor Thesis.  
I would also like to thank my mother and my boyfriend for their moral support.

# **Business Plan – Nursery School in the Czech Republic**

Podnikatelský záměr – Mateřská školka v České Republice

## **SUMMARY**

Aim of this bachelor thesis is to make a useful business plan for establishing new private nursery school in chosen city. The objective is to clarify the process how to establish new company in the Czech Republic. Initial part, literature review, deals with the theoretical information which are then applied in Business plan part. In it, there are expressed the needed components and their utilization.

### **Key words**

- Business plan
- Nursery school
- SWOT analysis
- PEST analysis
- Marketing mix
- Break-even point

## **SOUHRN**

Cílem této bakalářské práce je vypracování podnikatelského záměru pro založení nové soukromé mateřské školy ve vybraném městě. Účelem práce je objasnění postupu, jak zřídit novou společnost v České Republice. Počáteční část rešerše pojednává o teoretických předpokladech, které jsou poté použity v části podnikatelský záměr. Dále jsou zde vyjádřeny potřebné analýzy a jejich využití.

### **Klíčová slova**

- Podnikatelský záměr
- Mateřská školka
- SWOT analýza
- PEST analýza
- Marketing mix
- Bod zvratu

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# 1 Introduction

Most people studying any type of economic subject would like to establish their own business. Usually, people would like to be independent or they think it will lead to big profits. On the other hand in present the market is full of private companies from different sectors. To survive in the Czech Republic can only those which have long history or good idea and persistence. Writing this type of bachelor thesis could be the first step in choosing the right one which would be interesting and which could be useful for others. An aim of this bachelor thesis is to make a useful business plan for nursery school, which could be followed in real situation.

The main reason why to establish the nursery school in the Czech Republic is the fact, that there is a lack of pre-school places where to register children, for lack of available space. It is often written in newspapers, magazines or it is on television, that the state is closing the State nursery schools. The main problem is near the big cities, where people are moving to and capacities are insufficient.

These factors suggest that the new nursery school should be not in Prague, but in city near to our capital in this case in Říčany near Prague. The reason to choose this area is because a lot of people are moving from big cities to suburbs. This city has a good location with still increasing number of inhabitants and lot of new developer's projects, especially for people with higher incomes. This area is well known for its very good environment, clear air, many forests and ponds. There is also very helpful medical institution Olivova's Children Clinic for children who have problems with air passage, asthma and lungs.

This thesis should help to get more detailed idea about the main facts which influence the establishing of new nursery school. It should show how this idea would work and if this idea has any chance to make a profit. All the data obtained will be used just for the author and it may be used in future, in case of realizing the start of this business.

# **1.1 Aim of thesis and methodology**

## **Aim of thesis**

Aim of this bachelor thesis is to establish a marketing plan for new private nursery school. It will be built in Říčany, near Prague and it will provide various services such as English classes, different kind of sports, music or dramatic hobbies. It will also make available many extra programmes like trips to zoo, Aqua Park, etc.

To establish new company takes time and making the business plan is the first step. It will try to give new ideas and general review. The results will be use in future for internal need in case of realizing a real nursery school.

## **Methodology**

In the initial part are used secondary sources. These sources by themselves do not give any new information but they do help to find out the primary sources which will be used in the business plan for nursery school. It gives the orientation in basic definition and it helps to find out the way how to work with primary sources. Majority sources are from library and study room from Czech University of Life Sciences and others from different libraries. There are also few internet sources but these are used only in case of need of up-to-date information.

To achieve this goal was made primarily literature review which deals with the main definitions and facts, which are important to know and understand before starting any type of business. It describes who is an entrepreneur and which characteristics he/she should have and what does it really mean doing a business. Also, there is a description, what kind of legal forms exist and what are their advantages. It continues with analyses, important for this type of business. At the end of the literature review there is a financing part, which gives sufficient information about the finances and it includes the break-even point to show the expected amount of services for making a profit.

In business plan part of bachelor thesis there are mainly primary sources used, but also, again some secondary sources as well. Most important were data from the Czech Statistical Office. These were useful for working with theoretical information from the first part of this thesis.

The business plan part defines main facts about the Nursery School and shows how it will look. What legal forms will be used, what services it will provide or what are the advantages or disadvantages of this type of business in given location's case.

**To establish a practical business plan and to achieve the set goals, there were following methods used:**

PEST analysis

- From this analysis, there are some advantages of economic situation seen, in the Czech Republic. For example, the rate of unemployment, which is in the region Říčany the lowest. Also, it shows the social situation in the region, such as the lack of nursery schools, growing number of immigrants or increasing number of new born children.

Market analysis

- For better understanding of the market analysis, a demographic tree was made, for which were used the data from Czech Statistical Office [17]. The result shows numbers of people according to their age and the reasons for growing number of new born children.
- There was a questionnaire made, as well, to find out information, especially about the competitors, advertisement and mainly, about customers. Also, what is the maximum possible monthly payment for nursery school, interesting hobbies for extra programme and other important criteria, which can help to establish the nursery school according to desires of maximum number of customers.
  - This questionnaire, which is in supplement nr. 2 and 3, includes mainly closed questions and some open ones, for finding new ideas about future customers. It was filled out by more than 80 respondents. There are two

questionnaires, because one is in Czech language and that was given to Czech people and the second one is in English, for purposes of this bachelor thesis.

- 50% of questionnaires were given to the people who have children less than 3 years old, in the waiting room of private children clinic. It is assumed, that there can be more potential clients. Rest of the questionnaires (50%) were given to people in the State children clinic.

#### Marketing mix

- For marketing mix there was used the combination between “Four P” and “Four C’s” strategy to focus not only on a company, but also on a customer.

#### SWOT analysis

- It determines the business strategy and future of the organization. It is divided into two parts, where S-Strengths and W-Weaknesses cover the internal point of view and O-Opportunities and T-Threats the external point of view.
  - The biggest strength for „Bambi“ will be, in the fact, that there is a lack of nursery schools in the area. It will also provide high quality services and at the beginning, it will not need any external sources of financing.
  - Main weakness will be that „Bambi“ would not have any past history and track record and, that owner does not have any experience with neither business nor nursery school.
  - Most important opportunity is in growing number of new born children as it is possible to see on the demographic tree and, in low level of competitors.
  - The biggest threat in future can be the increasing number of competitors.

#### Financing

- It defines the initial costs for establishing the nursery school in given region. It continues with the monthly costs and from it, it is calculated the minimum monthly payment per one child. The result gives expected yearly income and the return on invested capital.

- At the end, there is the break-even point analysis graph made, where the result shows how many children have to attend the nursery school in order to generate a profit.

## **2 Literature review**

### **2.1 Business plan**

Business plan is detailed planning document written to find out if the entrepreneur's idea can be done and if there is a possibility to realise a profit. Well prepared business plan helps entrepreneurs to think about the strategies and limitations. It shows how the company should be started and how should the entrepreneur manage it. Making this type of plan in paper form helps to avoid errors and see where the business plan has its weak points and, to find some ways to do it without financial loss in the planning phase of the new business. It shows the type and amounts of needed resources and how could be these needs financed. It should include all the important facts about the business's management, location, type of employees, type of customers, strategy, advertisement and other factors, which will lead to the profit. [1]

On the other hand it is not just about the future development but it has also other functions. It is a useful tool for control. Normal type of business plan is prepared usually for the first three or five years of the business. At the end of each year there are compared the planned parameters and the real facts. From these controls it is possible to see how successful the firm is, compared to the plan. It is also used for motivating the employees to see how the business goes on and about any new development.

Before venturing into a new market the future entrepreneur should know what it means to be an entrepreneur. An entrepreneur should realize that business does not have only strong points, but that most new businesses do not survive even a short period of time.

### **2.2 Entrepreneur**

Entrepreneur is a person who wants to achieve a profit from business. It is somebody who has a motivation and desire to accomplish or change something, gain, try or fulfil his wish. It is a person who generates prosperity for everybody. He/she is looking for

ways how to use resources for profit, minimizes possible losses and he/she is also creating new jobs for others. [2]

According to business law 2 §, 2 paragraph the entrepreneur is:

- person registered in the Commercial Register
- person who has a trade authorization
- person doing business on the base of other than trade licence according to special specifications
- individual person doing agricultural production thanks to special specifications. [2, Chapter 7, p. 75]

On the other hand the above two paragraphs do not guarantee that anyone can be an entrepreneur. Firstly, the new entrepreneur should have a suitable business plan where it is possible to judge the future development of his/her firm. Secondly, it is necessary to introduce it into practice. In this case it is necessary to have some predisposition for, and characteristics for entrepreneurs. [3]

Predisposition is some kind of hereditary or acquired know-how of every person. The entrepreneur should have some abilities such as the ability to deal with people, organizational ability, intelligence ...), knowledge (professional knowledge about the specific topic – about marketing, entrepreneurship ...) and skills (to be able to use the information which he knows in practice, in real situations). [3]

How the entrepreneur should behave? He should be active (to think about new possibilities and to be contemporary, motivated (desire to reach something or to be successful), able to make decisions and to have an ability to obtain and use information. These are some of the most important facts, but business is also about personal good luck and about the people which you deal with. [3]

## **2.3 Enterprise or business**

Most enterprises are found in capitalist economies, which are largely owned by private hands. It is possible to find many definitions and everybody may see this term from different point of view. Usually it is a dynamic process which leads to a profit and increased wealth. Business influences regions economy and it creates new working places. It is set in the economy in such a way, as to provide goods and services to consumers. [2,4]

Generally people who go into business have an idea to earn money. These people accept the risks from the capital point of view, time point of view and their career. The business does not have to be unique or new, but it has to produce new value. [2]

## **2.4 Legal forms**

Choosing the legal form under which a business will operate is one of the more complex and critical decisions that entrepreneur must make when organizing a new business.

There are three major variables which must be dealt with before choosing the legal form – Liability, Control, Taxes. [1, Chapter 3, p. 29]

In general, all businesses may be organized as sole proprietorships, partnerships or corporations. Before choosing the right one it is good for the entrepreneur to find out if he/she will be the sole owner, what are the long term plans for business and what legal form will be the simplest and least expensive, both to establish and maintain it.

[1, Chapter 3]

### **2.4.1 Information about Limited Liability Company**

Ltd. is in the Czech Republic the most used type of business legal form. It can have from one to fifty members. The legal form comes from the business codex. That defines the corporate legal basis for all companies. [5]



### Invested capital

The minimum capital for the whole company is 200 000 CZK. This sum can be divided into segments paid by individual members, but each member must give at least 20 000 CZK. Not every member has to give the same amount of money.

### Responsibility

There is the limited liability, which means that the owner is responsible only to the amount of the business deposit. In this case, owner does not provide guarantee with his personal property.

### Trading company

It has to contain a description “Limited liability company or Ltd”. This trading company should not be exchangeable with company of other entrepreneurs.

### Corporate body, state

Corporate body of Ltd. company is one or more managing directors. [5]

### **For establishing Ltd. Company is necessary to do mainly these acts:**

- Conclude a partnership contract
- Consignation of invested capital or part of it
- Obtain a trade licence
- Register the company at Companies register
- Register the company at Tax Revenue authority [6]

## **2.5 Feasibility**

For propose of establishing nursery schools there are three possibilities how to create it.

### **2.5.1 1. Education Act**

This is the most difficult but the right and cheapest way how to establish it. In this case the person has to act according to Law number 561/2004 digest of Education Act.

According to this law can legal or natural persons establish a legal person, whose activity is then to provide education in accordance with educational programmes and school services defined by law. Nursery school established under this law is then registered in register of schools. There are many restrictions in how it has to be

established, but it is very complicated and for normal entrepreneur almost impossible. [7]

In case of Education act there are also strict hygienic criteria. It is necessary to take into account the promulgation number 410/2005 digest, hygienic requirements for spaces for education of children. It includes requirements for interior space, arrangement, facilities, lighting, air venting, delivery of water, cleaning, requirements for hygienic equipment, cloakrooms and size of dining room. All these and others are controlled by the state. [7]

### **2.5.2 2. Trade law – non-registered trade**

Activity of non-registered trade number 72 – Education out of school, giving courses, training including training activity. It includes education of children over 3 years old in pre-school age. It also includes teaching languages, sign language, musical education of musical instruments, art, ballet, dancing, acting and so on. [7]

### **2.5.3 3. Trade law – registered trade**

Activity of registered trade number 79 – Providing services for family and household. This type includes providing services for family and especially individual care of children over 3 years old in families. [7]

For this bachelor thesis and for proposes of future business is the best choice number 2. It means it is possible to establish the Ltd. company and to have this kind of non-registered trade. In the future it is possible to combine number 2 and number 3.

## **2.6 Situation analyses**

Presentation of these analyses helps to understand the size of the market and the factors which influence business demand. After making analyses is possible to make estimation of incomes and count the expected profit. For potential investors is necessary to see if there is sufficient and increasing number of customers which means in future increasing profits.

The best way to make analyses for new business is to make a SWOT analysis. On the other hand there are lot of other analyses like PEST analysis which should help and which should answer questions such as:

- Who are present and future customers? What are exactly their needs?
- Which other ways they use nowadays? Which other nursery schools they go to? What are the criteria for choosing the right one?
- What are the factors which could influence the demand?
- How many customers are possible to have at the beginning and in the future? How is possible to make some groups of customers (market segment)? [8]

### **2.6.1 PEST analysis**

This short cut of usually four letters means four criteria – Political, Economic, Social and Technological. These forces are the most important external determinants of the environment in which a business operates. It can help to examine or audit where threats originate and where opportunities can be found. [9]

### **2.6.2 Market analysis**

This part is intended to help to bring customers, competitors and the market-place more sharply into focus and to identify areas to research. [10, Phase 2, p. 59]

Start of this type of analysis is to collect information about customers and competitive companies. At the beginning are usually used special magazines, special articles where can be found other references for other literature resources or institutions. Next professional step for collecting information is to ask for basic data at statistics office or institutions for research market. It is also possible to use telephone catalogue or the internet.

#### **2.6.2.1 Questionnaire**

To find out reactions about establishing new company, about customers and about competitors is possible to make questionnaire and ask people in chosen area. Usually is necessary to ask at least 20-30 people to have useful information. [8]

For questionnaire are five “gold” rules.

1. Short and easy form – to ask just the main questions and not the detailed ones. Questionnaire should not have more than 5 or 10 questions.
2. Not ask suggestive questions – people would answer what the interviewer wants to know not what they really think.
3. Minimum of open questions – it could lead to a debate which would be a problem. The interviewer read out the questions exactly and in the same order as they are printed on the schedule. Questions should be specific with fixed ranged of answers (closed questions). On the other hand the open questions can help to find reality which we wouldn't know about. The best way is to ask first the closed questions and end with open question. [11]
4. Contact the right people – it is possible to ask people on the street or on a telephone. But most of them may not be future customers. If it is possible is better to ask people where the perspective customers are congregated.
5. Contact sufficient number of people – more asked people is always better but it depends on type of establishing company. [11]

### **2.6.2.2 Customers**

Some people believe that customers arrive after the firm “opens its doors”. It is not true. It needs a clear idea of who your customers will be in advance. [10, Phase 2, assignment 4]

Business plan should include information on:

- Who are the principal customers. Determine in detail the income, age, sex, education, interest, occupation and marital status of potential customers.
- What factors are important in the customer's decision to buy or not to buy this service. How much they should buy and how frequently.

Many factors have an influence and it is often not easy to identify all of them. These are some of the common ones for businesses

- Location and facilities
- Reputation
- Method (s) of selling

- Opening hours, delivery times
- Credit terms
- Advertising and promotion
- Variety of services on offer
- Capability of employees [10]

### **Segmenting the market**

Market segmentation is the name given to the process whereby customers and potential customers are organised into groups of similar type. Each of the customer group is motivated to use the service for different reasons. It is why is necessary to modify the services accordingly. It is an important marketing process, as it helps to bring customers more sharply into focus. It has wide range-ranging implications for other marketing decisions. For example, the same product can be priced differently according to the intensity of customer's needs.

Once it is known what to sell and to whom, it is possible to match the features of the service to the benefits that customers will get when they purchase. Features are what a service is and benefits are what the product does for the customer. [10]

### **2.6.2.3 Competitors**

Researching the competition is usually time consuming and frustrating, but it is very important for the future business. Some of the information which would be of most value is usually not available. It depends on the size of the competitors. Smaller businesses are very secretive about their finance. Because of this it is possible to make estimation of the size and profitability of those firms.

It is crucial to know who the competitors are and who are not. Because someone sells a similar service does not necessarily make him a competitor. Also because someone sells a service that is different from yours does not mean that he is not a competitor. [10, Phase 2, assignment 5]

**Description of competitors** - Identify those businesses which are or will be competing. If the number is few, list them by name.

**Profitability of competitors** – Determine how profitable the business is for those companies already in the field. Find out if they are making money or losing money and how much.

**Operating methods** – Determine the relevant operating methods for each of the major competitors. For example:

- Pricing strategy
- Quality of service
- Hours of operation
- Location – advertising and promotion
- Methods of selling: distributions channels
- Servicing, warranties
- Reputation of company

**Summary of competitor's analysis** – After completed the research it is useful to make a table with all the information and try to read from it the results. Where the difference between the competitors is and what can be changed to be better or different. Are the competitors larger or smaller? Are there some operating methods or characteristics not being widely used in the market and why they are not found? At the end it is good to see if the business appears that it will be able to compete successfully on the market. [10]

### **2.6.3 Marketing mix**

To reach a sufficient part of a market is necessary to make practical plan. For the plan is needed to answer four main questions. According to Jerry Mc Carthy and his book “Marketing” it is called “Four P”. The strategy is focused on a company and therefore it is possible to use another strategy “Four C’s”, promoted by Philip Kotler, which is customer oriented marketing. Answering all these questions can help to change the potential customers to real customers.

#### **2.6.3.1 Four P**

- P – Product (or service): Which advantages has the service compared to other companies for the potential customers?

- P – Price: For which price is good to sell the service and how can the price influence the potential customers? Customers may be need the service, but is it not too expensive for them?
- P – Place: How will the service be selling? It is better to have it in the city centre or somewhere else?
- P – Promotion: Without any promotion would not the customers know about the company. How and where we will use our promotion? How will be opening of the firm maintenance? [12, 13]

### 2.6.3.2 Four C's

- C – Customers needs and wants – Customers benefits (product)
- C – Cost to user (Price)
- C – Convenience (Place)
- C – Communication (Promotion) [13]

### 2.6.4 SWOT analysis

SWOT analysis is a technique used for determining the business strategy and future of the organization. It covers the “Strengths and Weaknesses” of the company from the internal point of view and the “Opportunities and Threats” from the external point of view. The first two include especially the company’s sources and filling of targets. Opportunities and Threats are connected with the factors from external environment which can influence the company.

The marketing function would need to take into account all these four considerations before making any important decision. SWOT analysis can be also illustrated graphically in a square like in this table below. [9, 14]

Strengths (+) ...	Weaknesses (-) ...
Opportunities (+) ...	Threats (-) ...

## **2.7 Financing**

Important part of business plan is definitely founder's budget. Every new entrepreneur should define structure of his/her incomes. It means it has to show what will be the costs and how the costs will be covered. Entrepreneur has to also decide what kind of asset will he/she need and from what kind of capital it will be paid. [15]

### **2.7.1 Break-even point**

Every prospering company which has some assets has also some expenses. These expenses are possible to put into different group. One of the most important group which is that connected with the production (service) are fixed costs. These have to be paid every time even if the company is not making any profit.

In break-even point is looking for the amount of services which will guarantee the necessary amount of money for paying the urgent expenses. It shows the amount of revenue that is necessary for covering the costs. [15]



## **3 „Bambi“ Business Plan**

### **3.1 Executive Summary**

#### **Name of the company**

- „Bambi“ Nursery School

#### **Legal form**

- Ltd. company

#### **Company’s logo**

- Elephant like a symbol of luck - supplement 1

#### **Registered address**

- Říčany near Prague

#### **Employees**

- Three teachers. The rest of work will be done by the owner

#### **Strategy of the company**

- „Bambi“ will try to be the cheapest private nursery school in the city. It will use the modern techniques for educating children and it will be in contact with parents. „Bambi“ will provide for children lot of trips and it will also make interesting programme during the day. It will include 5 groups of programmes: sport, music, dramatic, study and extra programme. Also there will be available garden and short trips to the nearest forest. „Bambi“ will also specialize in healthy food which will be given to children 4 times a day.

#### **Time schedule of the company**

- „Bambi“ would like to start to open in September 2010. Before this date is necessary to ensure the legal form of the company, the rent and the reconstruction connected to it. It will be also necessary to find the three employees and prepare the advertisement.

### **3.2 Key facts about services**

„Bambi“ Nursery School will have capacity about 25 children, but it is expected at the beginning maximum 20 children. Children will be divided into two groups. Some activities will groups do together and some activities especially from extra programme

will be separately. If any child will not want to attend some kind of hobby or will not have the hobby paid, it will be possible to attend in that time the second group.

For parents will be possible to come after consulting to nursery school during the day to see their children. It is very good for parents who have some time during the day and they are not at home after the child comes from the nursery school. Also for the children is very important because they are happy to be with parents and together with their friends. For occasions like masked day will nursery school invite all parents to see their children and to meet other parents.

Thank to the small number of children in nursery school and thank to the meetings with parents should be the nursery school more familiar and children would like it more.

### **Day Programme**

7:00 - 8:00

Children are coming to „Bambi“ and they have time for individual playing

8:00 - 8:30

Morning exercising and singing of well known English and Czech songs

8:30 am - 9:00 am

Hygiene and snack

9:00 am - 9:45 am

Morning hobbies like English, flute, dancing

9:45 am - 11:30 am

Going for a walk to the forest or playing on a garden

11:30 am - 12:30 pm

Hygiene, lunch, hygiene after eating such as brushing tooth, preparing for sleeping

12:30 pm - 1:30 pm

Listening to fairy-tales, listening to relaxing music, sleeping

1:30 pm - 2:30 pm

Afternoon hobbies like swimming, exercising, drawing, dramatic course

2:30 pm - 3:00 pm

Afternoon hygiene and snack

3:00 pm - 5:00 pm

Playing on garden or inside, time for parents to pick up their children

### **Hobbies will be in five categories:**

1. Sport – general exercise, aerobic, dancing, gymnastics, football
2. Music – singing, listening to English songs, flute and other basic instruments

3. Dramatic – drawing, modelling, ceramics
4. Study – English courses, preparing for elementary school (for older children)
5. Extra programme – aqua park, sauna, riding a horse, trips to ZOO etc. This extra programme will change according to the season of the year and the weather.

### **Food**

Food will be prepared by external company. They will bring food every day because the nursery school will not have its own kitchen. Food will be healthy because children need to get used to eat in the same time every day and to eat tasty, healthy and fresh food. It will contain lot of fruit, vegetable and meat. In case the child is allergic to some kind of food there will be prepared something else for him/her. If the child does not like it to eat what is given to him/her, it is not necessary to eat it.

## **3.3 Enterprise**

This business plan should be use in future in 1 or 2 years from now. It will be a Ltd. company which will be hold only by one member.

### **3.3.1 „Bambi’s“ Legal form**

In case of nursery school is the most suitable form to work under the education act. Then it is a kind of state nursery school, but it is very complicated to establish it. The biggest problem is that the owner has to be pedagogically educated and the nursery school would be under the control of educational programmes and school services defined by law. It would be very strict and difficult, but in this case the nursery school can gain subsidy from the state.

Most often used form for private nursery schools is Ltd. company. There is the biggest advantage that in Ltd. company the member do not have to warrant by his/her own assets. This new nursery school will be also Ltd. company and it will work like non registered trade.

As a matter of saving as much money as possible it will be hold just by one member. This one member will have the trade licence. Establishing the Ltd. company including all the fees (verification, notary, court fee, establishing the trade licence, land register etc.) will cost 34 900 CZK [16].

## 3.4 PEST analysis

### P-Political

- Political environment: the stability of the Czech government was weakened after the opposition ČSSD party succeeded in leading the lower house of the Czech parliament to a no confidence vote in Topolánek's (ODS) government. No-confidence vote was raised on 24 March 2009.
  - The next Czech legislative election is expected to take place before 15 October 2009.
  - Present government which will lead the Czech Republic to the end of the Czech EU presidency is termed as the government of experts (half experts nominated by the ČSSD and half by ODS, KDU-CSL, Greens)

### E-Economical

- City Říčany gives subsidy 700 CZK monthly to parents who register children in private nursery school. [27]
- Unemployment in the Czech Republic in January 2008 was 6,1%. On the other hand the lowest unemployment in the whole Czech Republic was in region East Prague where Říčany city is – 1,8%. [25]
- Recently research about purchasing power reflect, that Říčany is the richest city in the Czech Republic. [26]
- Changing of exchange rate: CZK per US\$1 – April 2008 15,7, April 2009 20,5. [28]
- “Bambi” will have low prices compare to main competitors.

### S-Social

- There is lack of state nursery schools in the region. Thank to not sufficient capacity were not registered 276 children, from 606 applicants, which is almost 46%. [29]
- From chart nr. 3 in supplement nr. 5 is possible to see rapidly growing number of immigrants from 1998 to 2007. In 1998 there was 1 122 immigrants and in 2007 there was 3 067 immigrants. [22]

- Number of new born children is also rapidly growing the results are showed in chart nr. 4 in supplement nr. 5. In 1998 there was 324 new born children and in 2007 there was 655 new born children. [22]
- Chart nr. 5 in supplement nr. 5 expresses fast growing population in the whole region. From 1998 to 2007 the number of population grew from 38 050 to 48 859. The same chart also illustrates growing number of children from 0 to 14 years old. From 1998 to 2007 it changed from 6 020 to 8 153. [22]
- Opportunity is that Říčany lies near to Prague where most of children's parents work.
- Customers will be mainly young people who will invest money to their children happiness and to new way of education.

#### **T-technological**

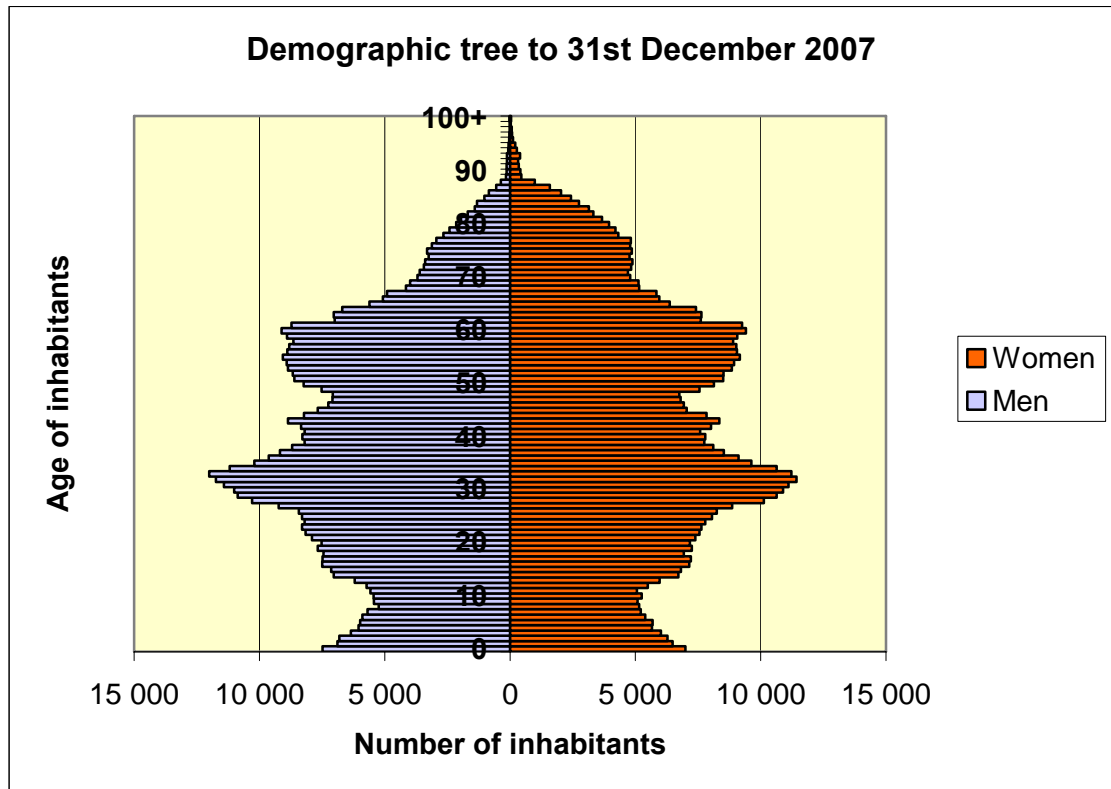
- City Říčany has good level of infrastructure. Through region goes important motorway D1. From other side of the city Říčany in North there is first category road from Prague to Kutná Hora and from South there is second category road "stará benešovská". These two roads can help parents to give the child to the nursery school on the way to work and taking it back home on the way from work.
- „Bambi“ will try to use modern technology, but it does not last for very long and it will be necessary to buy new one in future.

### **3.5 Market analysis**

In the Czech Republic there are two aspects which provide good conditions for establishing a new nursery school. The first is that the state is closing the State nursery schools. The second is that presently, the population experiences a higher birth rate. It is the consequence of the strong seventies. People born in this period are in their thirties and thanks to the trend of having the children later than in past, there is a boom of children. The boom of children is especially in these years, but for the nursery school we expect children from 3 to 6 years old. The reasons are possible to see on the demographic tree on Chart 1. It shows number of people according to their age. From

the chart it is possible to see that the lack of nursery schools is due to growing number of new born children. During more than last 5 years, the number of new born children is growing and it can grow to the same level, as it was in the 70's. It means there is still time to establish the new nursery school.

*Chart 1 Population in the Czech Republic according to age and gender*



*Resource: CZSO [18]*

### 3.5.1 Customers

Results from questionnaires show, that the most of future customers will be from private children clinics. We consider that there are more rich people which also show the bigger interest in private children clinic than State children clinic.

The questionnaire also shows that most of the customers will be people from the city of Ričany. In case that the situation changes in the future it is possible to provide the new services, such as child pick-up at his/her home or return the child back home in the afternoon. At the beginning, it may not be necessary to provide this service.

### **Market segmentation**

For the market segmentation, the questionnaire and the demographic tree were used especially. The market is segmented according to the age. The Nursery school will specialize in parents aged around 30 years. These people are in productive age and are mainly having children in age of being ready for the nursery school.

Most of customers will be from the city Říčany, who have to work in such a timetable, that they would need the nursery school for their children. Also, „Bambi“ will take into account the parents requests to have extra hobbies. The standard of living is growing and parents will pay more to take care of their children.

### **3.5.2 Competitors**

„Bambi´s“ main competitors will be private nursery schools, not the State nursery schools. People would prefer the cheaper variant, which is the State nursery school, but these are usually full. It means they will have an opportunity to choose mainly from the two private schools, which are in the city of Říčany and which are providing similar services - Landie and Magic Hill.

From the questionnaire it was found that people know especially of Landie nursery school, because they think that Magic Hill is very expensive for the fact, that it is a bilingual nursery school.

#### **1. Landie**

- a. Capacity – 42 children
- b. Opening hours - 7:30 a.m. to 5:30 p.m.
- c. Monthly payment
  - i. 5 days a week 15 232 CZK
  - ii. 4 days a week 14 042 CZK
  - iii. 3 days a week 12 138 CZK
  - iv. 2 days a week 9 044 CZK
  - v. 1 day a week 4 998 CZK
- d. The monthly payment does not include the food which cost 95 CZK per day. It means the total price for attending the nursery school 5 days a

week 15 232 CZK + food for 5 days a week 1 900 CZK total sum  
17 132 CZK monthly per one child.

- e. Landie offers
  - i. Exercise
  - ii. Dramatic education
  - iii. English
  - iv. Trips

## **2. Magic Hill**

- a. Capacity – 40 children
- b. Opening hours – 8 a.m. to 5 p.m.
- c. Monthly payment – depends also on how many days children attend the school, but it cost from 4 000 CZK per one day a week to 14 000 CZK per 5 days a week.
- d. Magic Hill offers
  - i. English
  - ii. Swimming
  - iii. Music
  - iv. Sauna

From the competitors is possible to see that most of them are very expensive. Landie nursery school which was from the questionnaire the most known is the most expensive. „Bambi“ will be cheaper. It means it is possible to hope it will not be “Bambi’s” main competitor.

Magic Hill is bit cheaper, but there is problem with opening hours. Children’s parents have to work from 8 a.m. and usually they travel every morning to Prague. This nursery school is just for the parents who have in a morning more time. In this case „Bambi“ will have better opening hours and it will be also cheaper.

## **3.6 Marketing mix**

For the marketing mix is used the questionnaire and ideas how will the nursery school look like.



### **3.6.1 P-Product or service**

Owner would like to establish modern nursery school and to distinguish from the State nursery schools. “Bambi” would provide for the children new possibilities to attend their favourite hobbies. The children (parents) will be able to choose what they like. From the questionnaire was found out what the parents would like most to have for their children:

- Language – English
- Some kind of sport
- Extra programme with trips

This modern nursery school will also engaged parents to help them to be with their children if they have time during the days. It is expected, that the children have to grow in good conditions. Not to be just in schools for the whole day, but if it is possible to be with parents, friends and teachers together. All these people help the child to motivate and educate him/her to grow up to happy independent person. Parents can attend the nursery school after consulting almost whenever they want, but especially during the children’s hobbies like to go with them to swimming pool, to go to some trip or to help during the special days like masked ball or dancing day.

### **3.6.2 P-Place**

Like it was already mentioned at the beginning, the new nursery school will be in city near our capital – Říčany. It is a beautiful city next to the forest with pond and many possibilities for taking a walk with the children. There is a very good air, also suitable for asthmatic or allergic children.

On the other hand, near to Říčany there is a motorway D1 and from the other side there is first category road from Prague to Kutná Hora and, there is also well known second category road “stara benešovská”. This motorway and two roads can help parents to give the child to the nursery school on the way to work and taking it back home on the way from work.

### **3.6.3 P-Promotion**

From the questionnaire we found out where most of the people would look for the new nursery school. The order is made in the order of importance:

**At the doctor** – it is a place where all the parents have to go with their child/children for the vaccination and they have time in waiting room. During the time they can look at the wall board where would be the advertisement for the nursery school. Also this type of advertisement is almost for free after the agreement with the doctor.

**Local wall board** – After agreement with the local council it is possible to have an advertisement on the board where people look for anything.

**Internet web pages** – this kind of advertisement is also not expensive and for the future customers it is the easiest way how to look for new nursery school from their homes. Company would create own web pages for free and it would register new address at the provider (for example forpsi.cz). It would cost just about 1 000 CZK.

**Local press** – There will be advertisement in local press not every week, but especially during the time when parents have to register their child to nursery school. It means especially in January, February and during the spring. For those parents who did not register in the given time will be the advertisement again during the last summer months and at the beginning of September.

**Little posters** – This type of advertisement is not very expensive such that it will be used during the whole year especially before some special occasions like carnival, singing or dancing. Attendance of new applicant will have to be consulted before.

#### **3.6.4 P-Price**

The price will be defined compare to prices of other private nursery schools - competitors. Therefore the new nursery school would be one of the cheapest one from the private nursery schools.

From the questionnaire can be seen that people do not want to pay lot of money for the nursery school every month, but that most of them are able to pay from 5 000 CZK to 10 000 CZK for month per one child. From the financial point of view is the standard price determined to be 8 000 CZK. This price will be set like a minimum monthly price. It will include the food (4 times a day) and some kind of hobbies. It will not include the special hobbies like English, swimming, flute or extra trips.

If the parents will have more than one child there will be special offer for the second child to have the standard programme 10% lower than normal. Other payments for extra programme will have the same price like for the first child.

### **3.7 SWOT analysis**

#### **Strength**

- „Bambi“ will have well train young team from owner’s friend’s environment
- There will always be need of nursery schools
- Nowadays there is a lack of nursery schools
- „Bambi“ will cooperate with parents
- It will be new nursery school with high quality equipment
- In front of nursery school will be possible to park easily because most of the time children’s mothers will drive children to nursery school and for women is parking more difficult
- “Bambi” will provide free room for sleeping for our 3 employees such that they do not have to go home every day in case they will not be from Říčany
- At the beginning „Bambi“ does not need any external sources of financing, it will have enough own finance
- „Bambi“’s image will have quality advertisement mainly the internet pages
- It will be situated in beautiful nature in Říčany forests

#### **Weaknesses**

- „Bambi“ does not have any history
- The owner does not have any experience with business neither with nursery school
- It will take time to make the reconstruction in renting building and in this time the company will not make any profit

#### **Opportunities**

- Low level of competitors
- There is an increasing demand for nursery schools in this area
- People are moving from Prague to suburb
- Increasing number of inhabitants in this area

- Increasing standard of living thanks to technology progress and because most of goods are more accessible than in past
- In future is possible to establish another nursery school under the same name
- City Říčany is encouraging inhabitants from the city which have children in private nursery school
- New nursery school will increase the diversification of providing services in nursery schools
- It will increase the local infrastructure

### **Threat**

- Number of competitors can increase in future
- People will try to have children in nursery school less time than five days a week if it will be possible for them
- It is difficult to rent any building where the owner will agree with rebuilding the interior especially the little toilets for children
- The building will have to be rented which means that there will be necessary to invested in reconstruction of not own space
- „Bambi“ nursery school will not get any subsidy from the state
- Increasing level of unemployment, which means customers have less money
- „Bambi“'s employee can get more money somewhere else
- Competitors can lower their prices

In the conclusion of the SWOT analysis is seen that the project has more strengths and opportunities and these have to be still improved. On the other hand it is good to take into account that the weaknesses and threats show how not to behave and what to change. The best way is to learn from it.

## **3.8 Future plans**

In future it is expected to provide new services which will depend on profits and on customer wants and new needs.

- Short term plans
  - These will be realized during the first year of „Bambi's“ existence.

- Providing dentist control two times a year. Children will go to a doctor together with the teachers such as the parents do not have to go with them and take day off from work.
- Middle term plans
  - These will be realized in the near future during 1 or 2 years.
  - In the modern world there will be still more need for modern technology. Therefore „Bambi“ would like to provide cameras which will be situated in the nursery school. Through the internet parents will be able to see what their children do throughout the whole day.
- Long term plans
  - In case everything will be done according to the plan, changes are, that these plans could be realised in about 2 years.
  - „Bambi“ would buy its own minibus and pick children at home and return the children back in the afternoon. It could be useful for those parents who do not have time, or parents who do not have car available. On the other hand it involves money for a new car, employing a driver and having a special insurance for children in case of car crash.
  - For the hardworking parents there would be night opening hours. Building of nursery school will provide free extra room for employee who do not live in Říčany and for who is comfortable not to go home for night. In case some child would be in nursery school during the night, parents would have to pay extra money and the employee would get higher wage. On the other hand, only the night hours during the working week are not enough. Lot of people have business trips which can last the whole weekend. In case of interest there will be a possibility to open this service, providing care of the children during the weekends.

### **3.9 Finance**

The first year will be for the nursery school the most expensive one because it would need to invest to the new house with garden, furniture, advertisement and also to pay the employee.

Owner does not have any own place where to build the nursery school such as there will be rented some small house in Říčany. Advantage is that the prices there are not as high as in Prague. The smallest house with the garden which is needed for the children would cost about 28 000 CZK monthly.

For financing the nursery school will be used mainly private money. Advantage will be that in case of any problem with finishing the business there will not be any debts in banks which would be problem for establishing some new kind of business. On the other hand in case of some problem with operating the nursery school in future it is possible to take some loan. In this case it would be easier to get some sponsor gifts from children's parents or from others like companies whose employees can not work because they have to stay at home with children because of lack of nursery schools.

Other possibility would be to get subsidies from state, but it is so difficult that it would take more than two or three years to establish the nursery school according to education act. State gives subsidies just to nursery schools which exist under the education law. In this case the nursery school would have to fulfil all the requirements given by the state. It is almost impossible to fulfil the requirements especially for new entrepreneur who does not have any experience from past or helpful people around who can help him.

### **3.9.1 Financing the start up**

There are many expenses to start up the business. The initial costs include the costs for establishing the Ltd. company [16], deposit and advertisement. Deposit means the money which has to be given to the renter of the house which will be rented. Usually it means rent for one month. This money is that return in time of finishing the renting. Advertisement in this case is the initial amount of money which will the advertisement cost before starting the business. In future it will not be so expensive because this amount of money includes the initial cost for web sides and for designing the paper type of advertisement. In Equipment is term furniture which includes the furniture of toilets, dining room, two rooms for playing and garden. There have to be not just normal furniture but also beds, some musical instruments, TV, hi-fi and other.

Table 1

<b>Table of initial costs</b>	
Establishing the LTD company	34 900 CZK
Deposit	28 000 CZK
Advertisement	10 000 CZK
<b>Equipment</b>	
Reconstruction	70 000 CZK
Administration (PC, office)	50 000 CZK
Furniture	100 000 CZK
Decoration, toys	30 000 CZK
Other	20 000 CZK
<b>Total</b>	<b>342 900 CZK</b>

From this table 1 is possible to see that initial costs are high but it can be lower by finding some building where nursery school already used to be. Than the reconstruction costs and may be also the furniture costs would lower. Also it is possible to find some cheaper house for renting. This price is the middle price of renting buildings in this area.

Table 2 gives information about the monthly costs and the costs per one child. Even though the capacity will be 25 children in table two it is counted for 20 children in case the nursery school will not be full.

Table 2

<b>Table of monthly costs</b>			
		Costs/month	Costs/unit
Direct costs	3* employees wages	57600	2880
	Food	24000	1200
	Other costs	5000	250
	<b>Total direct costs</b>	<b>86600</b>	4330
Indirect costs	Monthly rent	28000	1400
	Water, waste	14000	700
	Insurance	18000	900
	Advertisement and other costs	5000	250
	<b>Total indirect costs</b>	<b>65000</b>	3250
<b>Total costs</b>		<b>151600</b>	7580

**Employees** – there will be 120 CZK per one person per hour. It is expected that there will be 3 employees. Every employee can choose if he/she wants to work in a morning or in the afternoon. It means from 7 a.m. to 1 p.m. or from 1 p.m. to 7 p.m.

**Food** – it is counted like 60 CZK per one child per one day. It includes breakfast, lunch and two snacks + drink during the whole day.

**Other costs** – it can include the costs for extra toys, gifts or sweet.

The table 2 of monthly costs shows the minimum price for one child for one month which is 7 580 CZK. The optimum price would be 8 000 CZK monthly per one child. This is the standard price which consists of 5 whole days in nursery school with food four times. It includes the standard programme for the day but it does not include the English classes, swimming classes and extra trips.

It is possible that some of the children will attend the extra classes and some of them not. In this case there are two other tables which show how it would look if none child would attend the extra classes and if all the children would attend the extra classes. In both cases it is expected that full nursery school means only 20 children and during the two summer months the nursery school will be full just from 50 % (10 children).

There are two tables (table 5 and 7) which will show the case when the nursery will have 20 children attending standard programme and table 7 where 20 children would attend the extra programme.

July and August are calculated like half of variable costs + whole fixed costs (Table 3,4)

*Table 3*

<b>Fixed costs:</b>	<b>CZK</b>
Monthly rent	28 000
Monthly wages for employees	57 600
Insurance	18 000
<b>Total FC</b>	<b>103 600</b>



Table 4

<b>Variable costs:</b>	<b>CZK</b>
Vodný, stočný, odpadný	14 000
Food	24 000
Advertisement and other cost	5 000
Other costs (presents..)	5 000
<b>Total VC</b>	<b>2 400</b>

Table 5

<i>Monthly income in case of standard programme</i>		
<b>Month</b>	<b>Costs with standard programme</b>	<b>Revenues with standard programme</b>
January	151 600 CZK	160 000 CZK
February	151 600 CZK	160 000 CZK
March	151 600 CZK	160 000 CZK
April	151 600 CZK	160 000 CZK
May	151 600 CZK	160 000 CZK
June	151 600 CZK	160 000 CZK
July	127 600 CZK	80 000 CZK
August	127 600 CZK	80 000 CZK
September	151 600 CZK	160 000 CZK
October	151 600 CZK	160 000 CZK
November	151 600 CZK	160 000 CZK
December	151 600 CZK	160 000 CZK
<b>Sum</b>	<b>1 771 200 CZK</b>	<b>1 760 000 CZK</b>
<b>Income</b>		<b>-11 200 CZK</b>

In case of only standard programme, there will be lost 11 200 per year. In this situation it would not make sense to establish the nursery school.

Table 6 shows prices for extra programme per one child per one month. It is expected that at least 50% of children will attend it like is given in table 7.

Table 6

<b>Extra programme</b>	
English course – 2 days a week	3 500 CZK
Swimming – 1 day a week	300 CZK
Flute – 1 day a week	300 CZK
Trips – 1 trip monthly	500 CZK
<b>Sum</b>	<b>12 600 CZK</b>

Table 7

<i>Monthly income in case of extra programme</i>		
<b>Month</b>	<b>Costs with extra standard programme</b>	<b>Revenues with extra programme</b>
January	151 600 CZK	252 000 CZK
February	151 600 CZK	252 000 CZK
March	151 600 CZK	252 000 CZK
April	151 600 CZK	252 000 CZK
May	151 600 CZK	252 000 CZK
June	151 600 CZK	252 000 CZK
July	127 600 CZK	126 250 CZK
August	127 600 CZK	126 250 CZK
September	151 600 CZK	252 000 CZK
October	151 600 CZK	252 000 CZK
November	151 600 CZK	252 000 CZK
December	151 600 CZK	252 000 CZK
<b>Sum</b>	<b>1 771 200 CZK</b>	<b>2 772 000 CZK</b>
<b>Income</b>		<b>1 000 800 CZK</b>

From these two tables is evident the difference between the incomes in the two cases. It is expected from the questionnaire that most of the children will attend the extra programme and that lot of children will be in nursery school also during the July and August because parents have to be in work during the whole year. Definitely it is

possible to expect that 40% of children will attend the extra programme. From it is possible to count the expected year profit as  $(1\,000\,800 + 11\,200) * 0,4 - 11\,200$  which is 393 600 CZK per year. It means there will be monthly profit 32 800 CZK.

To get back invested money will take about 11 months  $(342\,900/32\,800=10,4$  months). This is quite a good time because since that time it will have monthly profit 32 800 CZK which will be like a payment for the owner.

This income is quite a good result especially because this was more likely a pessimistic counting. In reality is expected that more children will attend the extra classes and also the capacity of the nursery school can be 25 children not just 20.

### 3.9.2 Break-even point

Making up the break-even point is in case of nursery school very complicated. „Bambi“ will offer different hobbies and children do not have to be in nursery school every day. It means the revenue can differ every month. For making up the graph of break-event point are used data from supplement 4 which shows the fixed costs, variable costs, total costs and revenue. For counting the revenue is made an average between the minimum monthly payment 8 000 CZK and the maximum monthly payment 12 600 CZK which can children pay according to table 7 in previous chapter where is included the extra programme. It means the average revenue for the nursery school per one child.

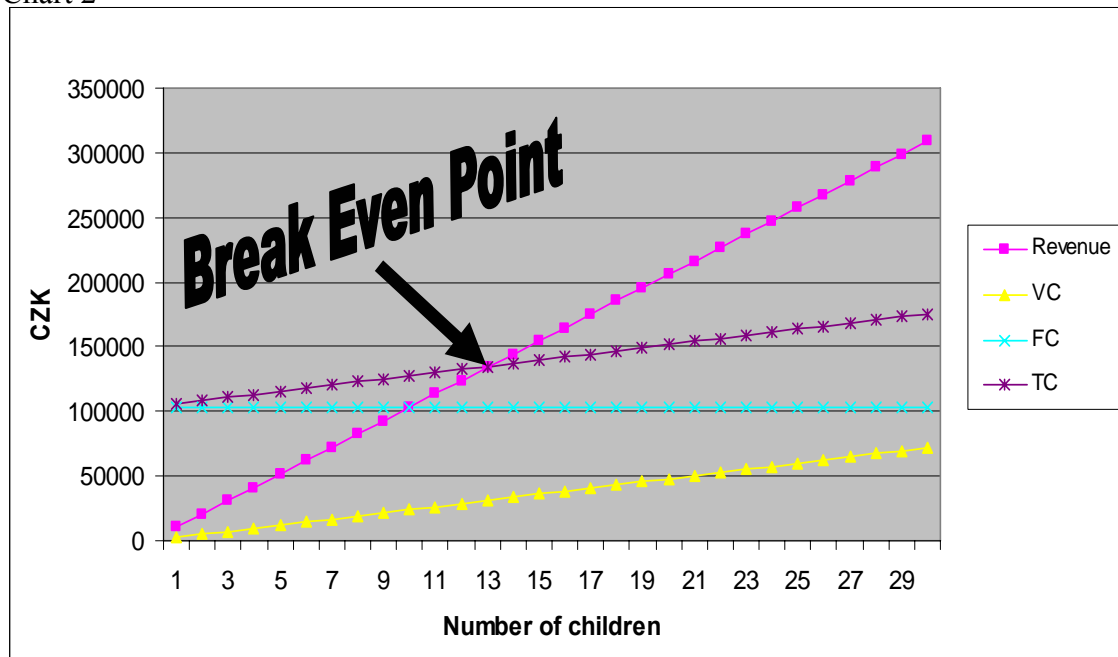
*Table 3*

<b>Fixed costs:</b>	<b>CZK</b>
Monthly rent	28 000
Monthly wages for employees	57 600
Insurance	18 000
<b>Total FC</b>	<b>103 600</b>

Table 4

Variable costs:	CZK
Vodný, stočný, odpadný	14 000
Food	24 000
Advertisement and other cost	5 000
Other costs (presents..)	5 000
<b>Total VC</b>	<b>2 400</b>

Chart 2



Resources: supplement nr. 4

The break-even point chart clearly shows that the company will have profit from 14 children. The capacity of nursery school is 25 and the expected number of children is 20. It means that the break-even point is lying under the expected number of children. The result is that, the establishing the new nursery school within the given conditions would generate a profit.

## 4 Conclusion

Aim of this bachelor thesis was to find out, what does it really mean a business plan and what does it include. Establishing a new company and making business plan, for the first time, is very hard. Future entrepreneur does not just need to be clever, but also to be creative and also to have a good luck. There are not any rules which would lead to the profit. There are different ways which can help, and there are many difficulties which have to be expected during the planning of founding new company. This thesis is only a rough outline of the real business plan, which would have to be longer and more detailed.

High quality business plan is one of the basic assumptions of success of any new business. Entrepreneur shall be a leading figure during the whole realization. He/she will find out if the idea of new business will function in real situation and if it will fulfil customer's needs. On the other hand not even perfect business plan may not ensure the entrepreneur, that the business will make a profit in future. There are many conditions which could influence it. It depends on the type of business, but mainly it can be influence by many factors, new competitors, fewer customers than expected, problems with finances, political and economical factors and others.

First part of this thesis develops the problem of business plan from the theoretical point of view. There are listed the most important eventualities to find out if the idea has any chance in future.

All the features from theoretical part were then given in the practical chance in second part which shows how the exactly this type of business plan – „Bambi“ Nursery School would look like in reality.

In practical part there is business plan made of a private nursery school in Říčany. The structure of the plan comes from the theoretical part. It includes description of provided services. It shows what way the „Bambi“ Nursery School will be different from the others, what kind of programme it will have for children and how much money it will

cost. At the end of the thesis there is a shortcut of financing. From this part it is possible to see that, from the financial view, within the given conditions the business plan would have chance to success.

In the Czech Republic there is a continuing trend of growing number of inborn children and growing demand for private nursery schools. On the other hand there is lack of State nursery schools and it leads to the still increasing demand for providing this type of service. Thank to the insufficient capacity of nursery schools in the given area it looks that the business plan of establishing new private nursery school in Říčany would be a profitable plan and aim of this thesis was confirmed.

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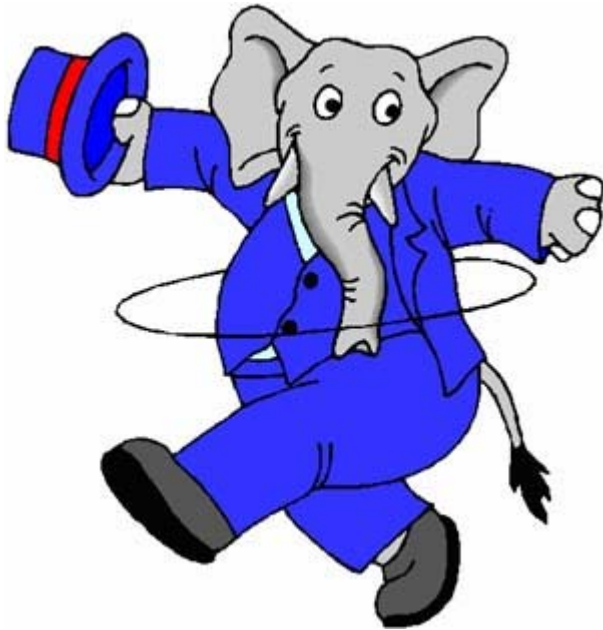
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## 6 Supplements

Supplement nr. 1: Company's logo - elephant



<http://www.holidayinsights.com/moreholidays/September/elephant1.jpg>

**Supplement nr. 2: Czech questionnaire for customers**

**Výstavba mateřské školky v Říčanech**

Dobrý den, ráda bych Vás touto formou požádala o pomoc s mojí bakalářskou prací na téma: Založení mateřské školky v Říčanech. Poprosila bych Vás prosím o pravdivé odpovědi které mohou vést k založení mateřské školky v souladu s vašimi požadavky.  
Předem děkuji

O1 Myslíte si, že množství mateřských školek je v tomto okolí dostačující?

ANO NE

O2 Víte o někom, pro koho by bylo nebo je těžké umístit dítě do MŠ kvůli nedostatečné kapacitě?

ANO NE

O3 Do jaké MŠ chodí vaše dítě/děti, do jaké školky byste jej dala/dáte?

.....

O4 O jakých dalších školkách v okolí víte?

.....

O5 Kde jste se o školkách které znáte dozvěděla?

Internet      Obecní úřad      Vývěsky      Od přátel      U doktora

Jinde: .....

O6 Souhlasila byste s výstavbou nové soukromé mateřské školky ve městě?

ANO NE

O7 Do kolika hodin myslíte, že je vhodné mít mateřskou školku denně otevřenou?

Do 16 – 17:00      Do 19 – 20:00      Jinak – do kolika? .....

O8 Uvítala byste otevření školky i o víkendech a prázdninách?

ANO NE

O9 Kolik byste byla ochotna (schopna) nejvíce platit měsíčně za jedno dítě?

Do 5 000 Kč      5 000-9 000 Kč      10 000-15 000 Kč      Více

O10 Kolik % z vašeho rodinného rozpočtu jste ochotna (schopna) nejvíce platit měsíčně za jedno dítě?

Do 10%      11-20%      Nad 21%

O11 Uvítala byste možnost odvozu a přívozu vašeho dítěte/dětí do/ze školky?

ANO NE

O12 Jaké další služby byste ve školce vyžadovala?

.....

O13 Jaké kroužky byste ve školce uvítala?

.....



**Supplement nr. 3:** English questionnaire for customers

**Development of nursery school in Říčany**

I would like to ask you about help with my bachelor thesis on the topic: Establishing nursery school in Říčany. I request you for true responses which may lead to establishing the nursery school according to your wants.

Thank you in advance

Q1. Do you think there is sufficient number of nursery schools in surrounding?

YES NO

Q2 Do you know about somebody for who would be difficult to register child into nursery school thanks to the insufficient capacity?

YES NO

Q3 To which nursery school goes your child/children? To which nursery school would you register him/her/they?

.....

Q4 Do you know about some another nursery school in surrounding?

.....

Q5 Where did you find nursery school which you know?

Internet Local council Notice board From friends At the doctor

Somewhere else: .....

Q6 Would you agree with establishing new private nursery school in the city?

YES NO

Q7 To what time do you think is appropriate to have the nursery school open?

To 4-5 am To 7-8 pm Other time – what time? .....

Q8 Would you embrace to have the nursery school at weekends and holidays?

YES NO

Q9 How much maximum money would you be able to pay monthly for one child?

To 5 000 CZK 5 000-9 000 CZK 10 000-15 000 CZK More

Q10 How many maximum % from your family budget would you be able to pay monthly for one child?

To 10% 11-20% More than 21%

Q11 Would you embrace possibility to pick up and return your child/children to/from nursery school?

YES NO

Q 12 Which other services would you like to have at nursery school?

.....

Q 13 Which hobbies would you embrace at nursery school?

.....

Q14 How many children are in your family?

1            2            3            4 and more

O15 Your age

Less than 30            31-40            More than 41

O16 Where do you live?

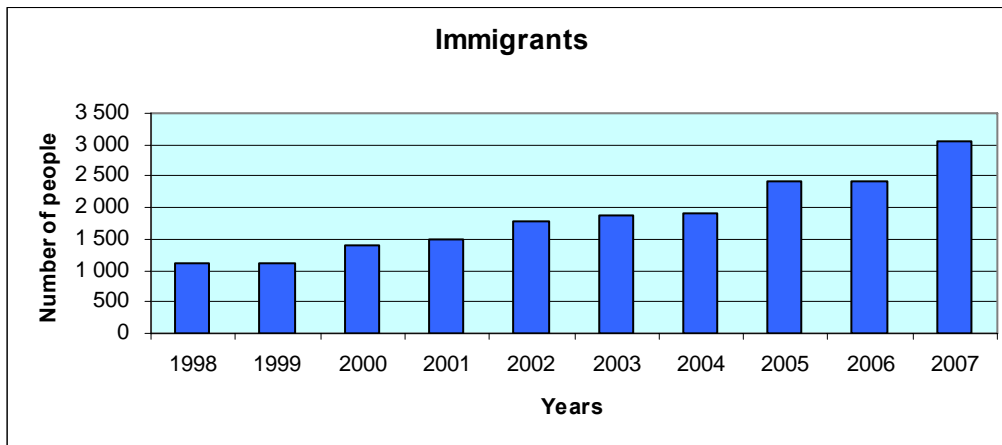
City Říčany            Surrounding to 10 km Surrounding from 11 km and more

**Supplement nr. 4: Data for break-even point**

	<b>Revenue</b>	<b>VC</b>	<b>FC</b>	<b>TC</b>
1	10300	2400	110600	113000
2	20600	4800	110600	115400
3	30900	7200	110600	117800
4	41200	9600	110600	120200
5	51500	12000	110600	122600
6	61800	14400	110600	125000
7	72100	16800	110600	127400
8	82400	19200	110600	129800
9	92700	21600	110600	132200
10	103000	24000	110600	134600
11	113300	26400	110600	137000
12	123600	28800	110600	139400
13	133900	31200	110600	141800
14	144200	33600	110600	144200
15	154500	36000	110600	146600
16	164800	38400	110600	149000
17	175100	40800	110600	151400
18	185400	43200	110600	153800
19	195700	45600	110600	156200
20	206000	48000	110600	158600
21	216300	50400	110600	161000
22	226600	52800	110600	163400
23	236900	55200	110600	165800
24	247200	57600	110600	168200
25	257500	60000	110600	170600
26	267800	62400	110600	173000
27	278100	64800	110600	175400
28	288400	67200	110600	177800
29	298700	69600	110600	180200
30	309000	72000	110600	182600

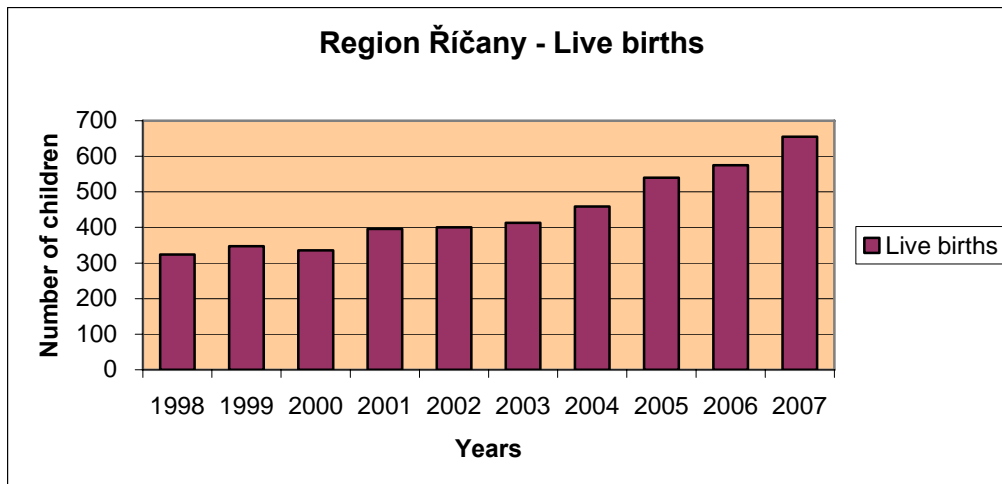
## Supplement nr. 5: Charts

Chart 3



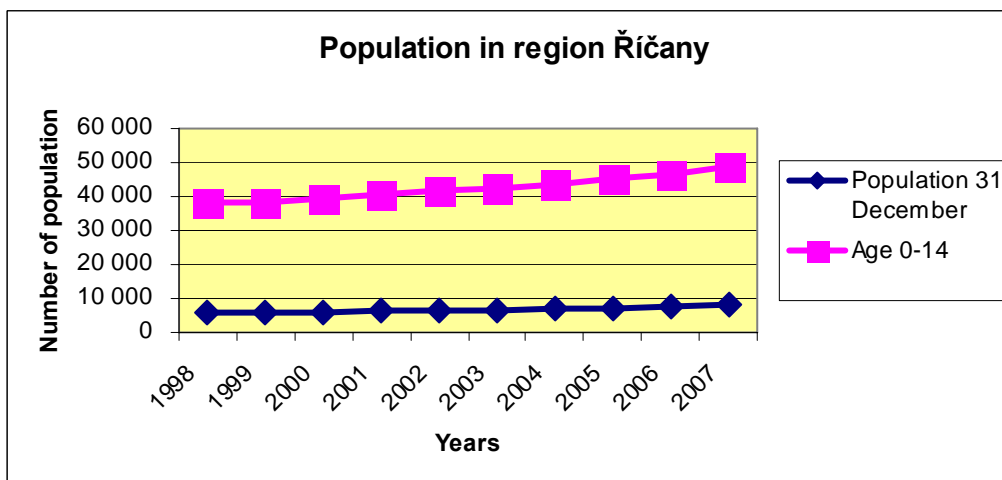
Resource: CZSO [30]

Chart 4



Resource: CZSO [30]

Chart 5



Resource: CZSO [30]