

Miluo: A Business Plan for an Event Agency

Denis Knejzlík

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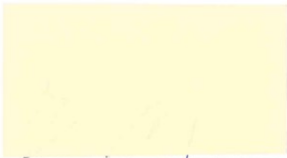
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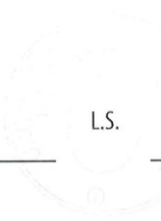
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Mgr. Libor Marek, Ph.D.
děkan


L.S.


Mgr. Roman Trušník, Ph.D.
ředitel ústavu

Ve Zlíně dne 27. února 2020

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ABSTRAKT

Hlavním cílem této bakalářské práce je vytvořit podnikatelský plán pro fiktivní zážitkovou agenturu specializující se ve vodních sportech a dále stanovit, zda je zřízení takovéto společnosti realizovatelné. Bakalářská práce je rozdělena na dvě části: teoretickou a praktickou. Teoretická část má za účel prozkoumat, jak je definován pojem podnikatel v českém Občanském zákoně, jaké existují typy podniků a jak by měl být strukturován podnikatelský plán. Cílem praktické části je zhotovení podnikatelského plánu pro společnost Miluo včetně detailní analýzy trhu a potenciálních zákazníků podle předem rozvrhnuté šablony.

Klíčová slova: podnikatel, podnikatelský plán, typologie podniků, trh a konkurence, spotřebitelé, zážitková společnost, SWOT analýza

ABSTRACT

The main objective of this bachelor's thesis is to create a business plan for a fictional event agency specializing in water sports and further determine whether the establishment of such business is viable or not. The bachelor's thesis is divided into two parts: theoretical and practical. The theoretical part aims to inspect the topics of how an entrepreneur is defined in the civil law of Czech Republic, what are the types of business entities and what is the expected structure of a business plan. The practical part is set to directly capitalize on the outlined template of a business plan in theoretical part and create one for the fictional event agency Miluo including a detailed analysis of the market and potential customers.

Keywords: entrepreneur, business plan, business entities, market and competition, consumers, event agency, SWOT analysis

I would like to express my sincere gratitude to Ing. Bc. Šárka Papadaki, Ph.D. for her guidance and support with this bachelor thesis. I would also like to thank my family for the opportunity to be able to complete my studies.

I hereby declare that the print version of my Bachelor's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

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INTRODUCTION

An ideal perception of a business plan is the intersection of everything inside the business and every force outside the business. It should help its creator to outline goals, to establish realistic plans and clearly communicate strategies to achieve them. Despite a business plan being merely a plan, it could still showcase a potential of its feasibility. The indication of potential profitability of a well-conceived business plan could then attract an investor, who would financially support the business venture.

While partaking in the organization of several dragon boat related events the personal observations of mine aroused certain curiosity regarding the potential of establishing and monetizing such business. This, along with utilizing my personal experience and conversations with people in the business and the customers initiated the whole idea of creating a business plan on this topic.

The main aim of this bachelor's thesis is to devise and create a business plan for an event agency Miluo according to the proposed outline. Respective company should provide a solution for possibly unsaturated market of dragon boating in Moravian region. Both competitive and market analyses were conducted as a part of a research to determine the market situation.

Initially, the practical part of the thesis interprets the most appropriate and applicable information gathered from the literature and other sources regarding the topic revolving around the business establishment and its pertinent aspects. It is important to introduce the scheme and structure regarding the establishment of a business entity on the grounds of Czech Republic to sufficiently comprehend all the governmental requirements and laws. Lastly, the template of the business plan is presented, and its sections and subsections defined.

Henceforward, the practical part concludes the thesis with creation of the business plan of the company Miluo accompanied with several vital analyses of market, customers and competition within its respective sections. All the regarded problematics are summarized in a conclusion chapter.

I. THEORY

1 ENTREPRENEUR

According to the Civil Code codified by the Czech judicial authorities, namely the recodification committee of the Ministry of Justice, the term Entrepreneur is a person who, on their own account and responsibility, independently carries out a gainful activity in the form of a trade or in a similar manner with the intention to do so consistently for profit (Eliáš 2017, 52). Furthermore, all entrepreneurs must abide, among others, by the Trade Licensing Act Law No. 455/1991 Sb. to become eligible to conduct any entrepreneurial activity on the grounds of Czech Republic (Zákony pro lidi 2020a).

1.1 Legal requirements

There are several key legalities that are required by the entrepreneurs intending to operate a business. All of the following are obligatory for Czech citizens as well as foreigners, who might be submitted to further specific requirements such as valid travel documents. This list will bring forth solely the standard legalities demanded by the appropriate authorities:

- Minimum age of 18 years old (legal age in Czech Republic)
- Legal capacity
- Unimpeachable character (absence of any criminal record)
- If required by any specific regulations or by the Trade Licensing Act – the person conducting certain specific business activity must be a certified professional, or otherwise qualified
- Absence of any arrears of social security contributions as well as state employment policy contributions - individual must submit a document confirming absence of stated arrears. (Wupperfeld 2003, 40-41)

1.2 Trade license and permit

Meeting all the requirements makes a person eligible to obtain a trade license and a trade permit. Expenses for both mostly revolve around administrative charges. These two documents give an entrepreneur a right to carry on a trade. Finally, after the trade is set up, the individual must register at the Revenue Office and report to the Czech Social Security Authority. (Wupperfeld 2003, 40-42)

The trade license certifies the individual that all the conditions for carrying on notifiable trades were met. Whereas **the trade permit** contains the relevant data in accordance to the Trade Register. And more importantly it contains an issued final decision granting the right to trade. (Ministerstvo průmyslu a obchodu 2018)

2 BUSINESS ENTITIES

Upon deciding to pursue a path of an entrepreneur, one does naturally have to determine which form of the legal or business entity is the most suitable for their future line of business. There are four basic types of business entities, the first one being a **sole proprietorship** (Bennett 2018, 1-12); secondly there is an option to create a **limited liability company** then there is a **partnership** and lastly a **corporation** (Bennett 2018, 99-105). Since Alex D. Bennet does not further describe partnerships as such, this part will be further extended by information available on governmental U.S. Uniform Law Commission website (Uniform Laws 2018).

One important factor, that should be considered, is that each country has its own specific business forms. Naturally, the types of businesses have much in common, nevertheless there are slight differences and the sole reason for the introduction of those foreign business types is to somewhat compare them with the Czech system, which this work will adapt.

2.1 Forms of business entities

As mentioned in a previous chapter, this part of the thesis will briefly introduce foreign system of business legal entities followed by Czech system. Afterwards, the practical part will conclude this problematic with comparing two specific types of Foreign and one Czech business entity that could be considered an equivalent. That specific business entity will also be used in the practical part later on.

2.1.1 List of business entities in English speaking countries

- Sole proprietorship
- Private company limited by shares or Ltd.
- Public limited companies
- Limited and unlimited partnerships
- Chartered, statutory, holding and subsidiary companies
- Charitable incorporated organizations
- NGOs - Non-governmental organizations. (Gov UK, n.d.)

2.1.2 Business entities in Czech Republic

As far as the Czech categorization of the business entities is concerned, there are two main divisions. First one is directly linked to the entrepreneurs conducting business on their own as individuals. In short, these self-employed entrepreneurs are embodied as so-called **natural persons** (Ministerstvo spravedlnosti 2014a) otherwise labeled “Self-employed person – Osoba samostatně výdělečně činná” (VZP n.d.). The other branch of this subcategorization of business entities are **legal entities**. These are self-titled entities that fall under the legal framework of Czech Civil Code as well as Business Corporation Act (Ministerstvo spravedlnosti 2014b).

- **Natural persons** can conduct several types of businesses:
 - Notifiable trades
 - Permitted trades/Trades requiring concession. (Ministerstvo průmyslu a obchodu 2019a)
- **Legal entities:**
 - Limited liability companies
 - Joint-stock companies
 - Partnerships
 - General partnership
 - Limited partnership
 - Co-operatives
 - European companies - Societas Europaea
 - European Economic Interest Groupings. (Strouhal 2016, 12-13)

There are also Branch offices in Czech Republic, although, these are not necessarily regarded as legal entities. Sole reason for their ineligibility to pertain among these is that they do not fall under the Czech legal regulations regarding corporations. Even though these two lists seem to be somewhat distinguishable, the criteria on which the business entities are being further subdivided are similar.

2.1.3 Criteria distinguishing business entities

Any designated entrepreneur, whose intention is to conduct or partake in any kind of trade, must abide by the given laws and meet specific legal requirements to be eligible to do so. Aside from that, there are further criteria that differentiate one business entity from another, which this subchapter will cover.

- Liability amount
- Registered capital
- Establishment costs (probable administrative fees)
- Operating costs
- Number of associates/founders
- Taxation
- Others. (Zákony pro lidi 2017)

2.2 Descriptions of Czech business entities

In the economic theory one of the main classificatory characteristics is usually the legal form of ownership (Synek and Kislingerová 2015, 79). Based on this criterion and some further characteristics this chapter will specifically outline each business form pertaining to the Czech business entities.

Natural persons are suitable to set up their trades if and when certain requirements are met, whereas the notifiable trades and trades requiring concession differ by the aspects of the given profession, professional competence, possessing the licenses in question and the expertise in the specific field of labor.

Notifiable trades can be set up on the sole action of reporting to the Trade Licensing Office to register the soon to be functioning licensed trade. Furthermore, according to the Czech Trade Licensing Act, notifiable trades are divided into three subbranches:

- Vocational trades
 - Such as lock smithery, butchery, bricklaying
- Professional trades

- E.g. manufacturing, assembling, revising or repairing any gas, electric devices/gadgets
- Unqualified trades
 - E.g. self-employed photographer. (Zákony pro lidi 2020b)

Among all the aspects distinguishing subbranches of **notifiable trades** that were previously mentioned, there is one that is used by Srpová to differentiate them. From her perspective the main aspect is professional competence (Srpová 2003, 37-42).

In case of vocational trades, the professional competence is acquired by successfully completing specific course of training in that specific area of expertise. To establish a professional trade there are further requirements, which differ in each craft individually e.g. to manufacture, assemble, revise or repair any gas equipment one would have to obtain relevant license proving his qualification and authorization by the Technical Inspection of the Czech Republic (TIČR, n.d.). Finally, the unqualified trades have no requirements regarding the professional competence stated by the Czech Law on trade licensing, namely the Trade Licensing Act No 455/1991 Sb.

Permitted trades are restricted by the trade licensing office's approval to the extent that the office must give a natural person a concession to be able to carry on a specific trade. To be eligible to receive the concession one would have to uphold specific requirements such as having completed specific courses etc. Professions such as pest control, any gun related businesses or private investigator services are among those deemed to require a concession by the Czech Trade Licensing Office. (Ministerstvo průmyslu a obchodu 2019b)

Partnerships are generally characterized as companies, which are established and owned by two or more persons, who are collectively and fully liable for any occurred losses. Moreover, any profits are being redistributed amongst all the owners, who are also all jointly partaking in carrying out the business activities as in a role of a partner, thus the self-explanatory usage of the term partnership. If the memorandum of association does not state otherwise, all the partners are equally ranked as owners, ergo the company is being managed by the joint efforts of those persons. In Czech Republic there are two forms of this specific business entity, v. o. s. (Veřejná obchodní společnost) and k. s. (Komanditní společnost). (Ministerstvo spravedlnosti 2014c)

Subsequently, there is another type of business entity that is arguably adapted most commonly by fresh entrepreneurs and future small businesses in Czech Republic. That business entity would be **limited liability company** and specifically the business form of s. r. o. (Společnost s ručením omezeným). Furthermore, doc. Srpová emphasizes the fact that there is apparent exponential growth in choosing this business entity by more and more small and middle-sized businesses in recent years. (Srpová 2003, 48)

This type of a company can be established by one associate with this number ranging anywhere from 1 to a maximum of 50 associates. In addition to that, the minimal amount of initial capital required to set up s.r.o. company in Czech Republic is 1 CZK, whereas any and every associate must contribute with at least that amount. The companies are also obligated to create a contingency fund. The senior and supreme body in limited liability companies in Czech Republic is so called General meeting, which are hierarchically above all other involved. (Synek 2015, 82-83)

The initial capital of **joint stock companies**, which are represented on the grounds of Czech Republic by solely one form of business entity: a. s. (Akciová společnost), is dependent on the decision whether to offer stock shares to public or not. If the option to offer stock shares to public to fund the initial capital is made, the amount must be set to minimal of 20 million CZK. Otherwise, if the company management does not choose to offer stock shares to public, the initial capital is formed by private shares of the minimal amount of 2 million CZK.

This type of a company can be set up by one single legal entity, otherwise it can be set up by more owners. Liability of this company is fully equal to all its assets, on the other hand none of the shareholders are liable in any way or amount. The lifespan of the company is unique in a sense that its founders can leave, and the company can simply be transferred into possession of someone else. Shareholders are once again above all else in a hierarchy of power. (Švarcová et al. 2016, 69-70)

Co-operatives are associations of people with nondetermined amount of its possible members. By the law, it must have at least 5 members when the co-operative is being established. Otherwise it can also be set up by minimal of 2 legal entities. Its main goal is not to create profit, which would be the case in most of these business entities this work touched upon, but it is to cater to and mainly benefit all its members.

Any newcomer can easily be invited to become a member, in addition to that none of these members are in any way liable for the financial affairs if not stated otherwise in by-laws concerning the co-operatives welfare. This type of business entity is viable in specific circumstantial cases, thence it is not conducted as commonly as other types of businesses. (Synek 2010, 85)

Finally, **European companies** (Societas Europaeas) fall under and are actuated by European union. This form of a business entity is submitted solely to laws, directives and norms of EU. It closely resembles Czech a. s., whereas this type of business entity is considerably more complex and complicated to establish. (Europa 2013)

This fact would become above all else the main reason to create so called ready-made companies. This self-explanatory term suggests that these companies are created of the reason to be further acquired in the future, meaning that they do not function in that exact state nor do they create profit at the time being. This non subtle way of creating inactive businesses is apparent and can be also observed when browsing through Czech business register. (Synek 2010, 85-86)

European Economic Interest Groupings are considered a legal entity that are established by the contract for the formation of a grouping. All the legalities and further legal relations are designated by the Council of the European Union. Both types of European business entities are not as common as other local forms of business entities in each country of each of EU member. Although that might be caused by still relatively recent addition and functioning of such business entities. (Companies House 2014)

Simple comparison of a Czech legal entity s. r. o. with English and American Ltd. And LLC will be provided below. Several key determinants will be inspected to sufficiently explore the affinities among these business entities. Lastly, the table will be commented on.

Table 1 Comparison of business entities (own creation)

	s. r. o.	Ltd.	LLC
<i>Liability</i>	Limited	Limited	Limited
<i>Registered capital</i>	1 CZK	Corporation Tax	Annual fees (Average \$101)
<i>Founders/members</i>	1 to 50	2 to 50	More than 1
<i>Memorandum of association</i>	Obligatory	Obligatory + articles of association	Only operating agreement
<i>Continuity of life</i>	Indefinite term	Indefinite term	Indefinite term
<i>Taxation</i>	Income tax, withholding tax	Single taxation (Profit/Loss passed directly to members)	Single taxation (Profit/Loss passed directly to members)
<i>Authority/Supreme body</i>	General meeting	Director	Members

It is apparent that different countries adopt different ways to identify, set up and carry on business operations. Nevertheless, there are several key affinities among them, through which, one could consider them the closest possible option to an equivalent. Main determinants to contemplate when comparing business entities of different countries would be the levels of liability, the amount of money needed to set up the business, taxation and documents regarding company' affairs. By those determinants, one should be able to easily differentiate country' unique business/legal entity, which is the closest possible option to the one of his/her homeland. Nevertheless, it is crucial to realize that each country has its own sets of requirements, rules and procedures, which must be abided by. Thus, the advisement is to properly and thoroughly read through corporate laws and requirements of the country in question and abide by them without any exception.

Even though the business entities in question are not complete duplicates of one another, they could possibly be regarded as the most similar options among Czech, US and English corporate laws.

3 BUSINESS PLAN

The broad term such as is business plan closely indicates to how open for interpretation building such a document is. Naturally, the amount of already existing or new outlines, templates or any other preset business plan documents is endless. Although, some specific affinities closely related to all business plans are usually present in most of the guidelines of how to write a business plan.

According to Chris Gattis: “the business plan represents a summary of your plans, research and expected performance of your business” (Gattis 2010, 4). Which is somewhat of a general definition, however that is probably the intentional implication from the author. Garrett Sutton describes an ideal business plan in a similar vein. From his standpoint a business plan is: “the intersection of everything inside the business and outside the business” (Sutton 2012, 12). Whilst the interior of the business is composed out of inner factors such as costs, products, services, personnel etc. And the outside of business are factors such as competition, market, trends, political forces and others. (Sutton 2012, 11-14)

The paradigm of how to create a business plan is merely the same amongst these two authors. Perhaps the vision and the added value of each individual, who is creating his own business plan, is where the possible success originates from. Moreover, Blank and Dorf (2020, 11) link the idea of consistency to the potential success of a company with a preset business plan.

3.1 Types of business plans

Naturally, there are multiple categorizations regarding business plans, which are often situational and dependent on the specific instances at hand. When an entrepreneur actively looks for potential investors or any form of funding such as support from venture capitalists, it is certain that the handed business plan should be adjusted. That does not necessarily mean that it should be changed completely, but for instance one would have to submit a shorter version of a business plan beforehand and then, if evaluated positively, one would be asked to put forth a full version of a business plan. Or in another instance, when an owner of a startup company intends to acquire funding from a bank, he is given a form/template created by that exact bank.

For the sake of keeping this thesis uncluttered, the work will adapt the division of types of business plans proposed by Chris Gattis. While he similarly points out the vastness of all the types of business plans as there being as many of them as there is types of businesses themselves worldwide, Gattis tries to generalize and simplify all of them into three broad categories: Formal, Informal and Summary. (Gattis 2010, 7-10)

A Formal business plan is perceived as a standard form by most entrepreneurs. Mainly because it mostly resembles the document people usually get into contact with, which is thorough, detailed and comprehensive. As the term formal suggests, this type of a business plan is focused onto showcasing your business efforts including the way the owners coordinate in the market and industry at hand. Generally, all the business plans should include summaries of any research, preset objectives or goals. The presentation of these efforts and summaries to possible investors, bankers or other business partners are considered the main purpose of the Formal business plan. Analyses of such depths are required to incorporate supporting graphs, charts and tables to support the data and illustrate its magnitude. (Gattis 2010, 7-10)

An Informal business plan closely resembles the formal type in regard of the content within, however the research, goals, objectives and conclusions are summarized and presented in a simplified manner. The purpose of this type of business plan is usually to provide guidance to internal management team in their strategic planning. Thus, the most detailed parts are usually areas dealing with marketing, promotion, operational planning and manufacturing. (Gattis 2010, 7-10)

The Summary business plan is relatively simplified and less detailed than the other two types of business plans that were already specified. It is usually used for marketing purposes. Any detailed, confidential or internal information is deliberately omitted. An environment, where employers and prospective employees interact, could be considered the perfect place to apply this type of a business plan as a recruitment tool. All the types of business plans are similar in a sense of the content within. However, it is crucial to comprehend the importance of the audience and the situation at hand. Those two factors determine which one of the types of business plans is the most viable. (Gattis 2010, 7-10)

The focus of this thesis will be put solely on the formal type of the business plan, mainly because of the reason of that type of business plan being the most viable option to be further applied on the problematics of this thesis.

3.2 Business plan outline

In order to maintain the link between the two main authors, whose business plan templates are being adopted, the main outline of a structure of a business plan, which will be used further on in this thesis, will be the combination of both of Gattis' and Sutton'. This approach could be considered accurate in a sense that both authors do direct its readers to modify various elements of their outlines for their own purposes. On the contrary, it is quite important to follow specific guidelines if the person and/or management team is given ones.

Guidelines for this thesis are based on the specific elements in Gattis' format, which are further expanded by key and more detailed items suggested by Sutton. The combination of outlined templates for business plans by these two scholars thus creates concise and thorough template, which goes as follows:

- Mission Statement
- Executive Summary
- The Business
 - Strengths and Weaknesses
 - Organization
 - Legal Structure
 - Business Description
 - Product/Service Description
 - Intellectual Property Description
 - Location
 - Management and Personnel
 - Records
 - Insurance
 - Security
 - Litigation
- The Marketing

- Markets
- Competition
- Distribution and Sales
- Marketing Plan
- Industry and Market Trends
- Strategy
- Financial Analysis
 - Uses of Funds
 - Income Projection
 - Projected Financials
 - Break-Even Point Analysis
- Addenda
 - Supporting Documents. (Sutton 2012, 19-20)

3.3 Elements of a business plan

Subsequently, each of the sections and subsections listed in the chapter above will be hereby defined in more detail. Some of these elements of the business plan might carry more purpose to different groups of readers, e.g. investors or scholars, than the other parts. However, it should be apparent that adjusting a business plan to fit the needs of its future reader should be a priority.

3.3.1 Mission statement

A mission statement can often be perceived as a tool, through which a person is able to catch a glimpse of an inner essence and mentality of one, who creates it. In a sense, the company's mission is considered sacred to entrepreneurs, whose intentions are true and the purpose of why they decided to set up a business should be apparent by their own mission statement. Terms such as mission and goals can help the individual to compile a list of his inner thoughts and further explore his intentions behind the creation of a business. (Sutton 2012, 29-34)

Naturally, one would then investigate these amassed thoughts and look for recurrent themes and patterns. The aim of the mission statement is to summarize all the vital information into short utterance that displays one's reason to set up a business. (The Balance, 2019)

3.3.2 Executive summary

The executive summary is commonly a short summary of a business plan, which should answer all the key questions. It is arguably the most inspected section of any business plan. Thus, it needs to be given attention. It is also recommended to put together this section after all the other parts it should include are completed and written down, the reason behind that is the executive summary being a shortened version of all that information.

As is the case in most sections of a business plan, the executive summary is no different, whereas aside from the obligatory information such as the basics about your business, required investments, funding and other aspects, it is important to personalize this section in relation to the target group such as investors or even yourself.

Alex Genadinik argues that Executive Summary should not expose every aspect of the business, but on the other hand it should be clear explanation of a product/service (Genadinik 2019, 32-33). Ideally, the Executive Summary should be short, usually up to one page of summarizing the most important sections of the plan. The quality of this part of the plan lies in highlighted parts of the already well conceived and completed business plan. (Sutton 2012, 35-44)

3.3.3 The Business

The Business section should be a description of thoroughly thought out business and all its parts. It contains multiple crucial variables that must be covered. It is a major portion of a business plan, which defines the organization itself as well as important strengths and weaknesses, which will be displayed in a SWOT analysis (Gattis 2010, 27-32). One of the key successful elements to have a profitable business could be an underserved market that was well exploited (Abrams 2014, 4-5).

3.3.4 Organization

Given the directness of several areas of this part of the business plan, there is not much space for personal interpretation. Moreover, most of these established areas have limited

options, from which one is only able to choose. For example, choosing a legal structure is limited and dependent on the country you live in. As far as the organization is concerned, it is important to understand why and what exactly is your business. To answer these questions, it would be convenient to apply Simon Sinek's Golden Circle concept, regarding why, how and what business we do (Sinek 2011, 37-39). Golden Circle model should also help one realize how they differ from other competitors (Chaffey 2020).

As Mark W. Johnson has stated in his work: “Slowly incubating the new venture using foothold markets will protect it as it grows, giving it the time and space to ..., make adjustments, and develop the key resources and processes that will deliver the greatest value” (Johnson 2010, 177).

Business Description

Aside from the factors already mentioned, numerous organizational details concerning business description are mandatory. In short, section about The Business Description should project the company's structure and strategy. Although, first and foremost, the basic information regarding the type of business one wants to pursue, what is the product/service, the market share, relationships with suppliers, support businesses and what niche is to be filled must be present in this section. The more detailed this part is the better the outcome.

There are several possible departments that can be discussed in case the given business relates to them as to necessitous. For purposes of shortening the list, it will only consider departments related to the business plan of this thesis. Example of those could be the departments stated below:

- Manufacturing
- Warehousing and Storage
- Transportation
- Human Resources
- Facilities
- And others. (Sutton 2012, 70-75)

Product/Service

Product/Service Description subsection is somewhat distinct from others, whereas it must be straight-forward. The reasoning behind that is to keep the readers engaged to not miss any pertinent detail. Managerial business plans can also include more details to show what makes the company so viable. Any key processes within a company, as well as the structure and capital equipment should be discussed. One important factor that should be mentioned is that all the sections and subsections are interconnected, ergo it is not a mistake to mention different aspects multiple times in different parts of the business plan. (Sutton 2012, 75-82)

Intellectual Property and Litigation

Intellectual Property Description subsection varies if there are any trademarks, patents, copyrights and trade secrets and whether one had already acquired those or is in process of their acquisition. Potential investors might consider the risk too high, if there were any unfinished matters regarding an intellectual property. The risk can be easily prevented by anticipating and ensuring that any intellectual property is ownable and that it does not infringe on other rights. It is advised to carry on and file for any available rights ahead of creating the business plan.

Any possible threat of being sued or already existent lawsuit must be disclosed in Litigation subsection. It matters not whether the company is being accused of breaking the law or is a prosecutor and is suing someone, this information still must be disclosed in this section. Otherwise, the company at hand is risking a claim of fraudulent behavior by potential investors. (Sutton 2012, 83)

Location

Location is one of those parts of the business that is dependent on its function on the business. If location is directly interconnected with other business components it is usually mentioned in Business section. On the other hand, location does not necessarily have to be a crucial factor in any part of the plan. But usually any facilities, place of business realization, the business main headquarters are discussed and further expanded on in this section. (Gattis 2010, 27-32)

Logistics

Next crucial area of business planning is logistics. Usually, it is the behind the curtains work that is not visible and apparent to customers and consumers. However, it is not clever to underestimate the importance of any factors connected to logistics. One of these elements, which should not be undermined of its importance is Management and especially its subbranch regarding personnel. (Sutton 2012, 83-84)

Management, Personnel, Records

Writing the section with clear emphasis on strengths of the management team and personnel should be appreciated, mainly because of the reason that this part is usually read by potential investors to understand the skillset and capability of the employees to safely conduct the business. Along the need of possessing the expertise by the personnel it is also important to describe how will the company achieve this training for the staff. Handling accounting, legal matters and such does not necessarily have to be done by the staff itself. These matters can be resolved by outsourcing and hiring professionals from other businesses. Bookkeeping and accounting are done on the record and must always be reachable by the company and that applies even if it is done off-site.

Security and Insurance

To ensure that the business is covering both product and personal liability, one must prepare to face all the possible outcomes accordingly. All these situations should be covered by an insurance and more importantly the business might be able to prevent them by taking specific measures to avoid them. The Security subsection is closely linked to the Insurance subsection, since it deals with matters when any damage, injury or other issue occurs. The logistics overall is considered as an operational mastery of those details and areas this thesis just laid out. (Sutton 2012, 85-96)

3.3.5 The Marketing

The Marketing is a vital section of any business plan, it should cover multiple factors regarding marketing problematics. Generally, the term marketing is somewhat trickier to define due to its vastness. In this section, one should consider the proposed factors, which were outlined in previous chapter of this thesis. Moreover, each of these subsections could consider other non-stated factors, which are interconnected e.g. understanding the confidential information regarding the niche market.

An analytical approach is the usual preference, especially when one considers market and its customers. One would usually conduct a market analysis or research, to ascertain, who are the potential customers that would buy the product/service in question. Naturally, the groups of potential customers should be then identified and further narrowed down according to certain criteria. Another important aspect is measurable and defined in terms of monetary value. After researching the target markets, the issue that should be addressed is how to properly serve these market segments and what are the prospects and projections for the future growth. (Gattis 2010, 33-42) Subsequently, it is vital to communicate the proposition well and reach these potential buyers. And finally, being able to satisfy the need of the customer. (Baines 2013, 10-11)

Any business opportunity is almost always met with direct or indirect competitor. In the Competition subsection anything related to similar product or service being offered by anyone other than yourself should be mentioned and thoroughly researched. It is the changing factor that exposes possible added value or competitive advantage. To exploit the edge over the competitors, it is then necessary to come up with the distribution strategy and the way the sales are going to go through to the consumers. (Sutton 2012, 97-107)

Marketing Plan

Marketing Plan subsection is aimed to debate and create several ways to reach the customers and make them compelled to buy the products/services that are being offered. After the market situation analysis is conducted and market segments and target customer groups defined, one should be able to think of a Unique Value Proposition. (Gattis 2010, 45-50) When co-joining some of the subsections regarding marketing, it is possible to conduct 4P's of Marketing, which should define the marketing strategy (Kingsnorth 2019, 8). Another technique of strategic planning is a SWOT analysis, which should compile internal and external factors impacting the company both positively and negatively. Each of the considered items of the SWOT analysis will be further inspected in practical part. (Kotler, Armstrong, and Opresnik 2017, 79) Lastly, PEST analysis should be compiled to discuss macro-environment factors regarding the business operations (ManagementMania 2015).

SWOT analysis

SWOT analysis is a situation analysis tool which is frequently used in business area. Each letter of the acronym SWOT stands for one category, S (Strengths), W (Weaknesses), O (Opportunities), and T (Threats). The categories are further divided into two factors: internal (including S, W) and external which includes (O, T). The goal of conducting proper SWOT analysis is to determine the most beneficial opportunities and match them with the suitable company's strengths while consistently overcoming the weaknesses and avoiding the threats. (Kotler, Armstrong, and Opresnik 2017, 79-80)

PEST analysis

It is a marketing tool, which should indicate whether the market grows or is in decline, the information then projects the state of the business, its potential and direction (ManagementMania 2015). PEST stands for an acronym: Political, Economic, Social and Technological factors, which should be perceived in terms of macro-environment.

Industry and Trends

In addition to the subsections above, the Industry and Market Trends subsection is among other things also related to other outside spheres of influence that have an impact and or affect the business at hand. Any information related to strategies are often mentioned in most of the sections of the business plan, although it is not beside the point to create a standalone subsection dealing or summarizing all the strategies mentioned in creating the business plan. (Sutton 2012, 111-120)

3.3.6 Financial Analysis

The Financial Analysis section rather concludes the findings of the two preceding main sections in a form of presenting numbers than in block of texts. Nevertheless, the importance of this part of the business plan is evident, since it deals with financials. In case of starting up a new business, it is appropriate to document all the one-time costs.

Generally, it is up to preferences of any institution or individual of what they consider substantial. Hence, it is crucial to at least include the subsections stated in the outline presented in previous chapter of this thesis. Balance Sheet subsection could be omitted, if the company is not functional at the time of writing the plan. (Gattis 2010, 53-60)

In the first place, it is vital to identify the way the business is going to be initially financed. As a consequence of identifying the type of funding, it is crucial to state the purpose and

use of these acquired finances. Questions regarding the amount of money needed to operate a business, how much money is going to be required in the future, current and past earnings and spending must be answered through income statements, cash flow statements, projected financials and possibly other. Although at the same time, providing confidential information and financials, which are better kept undisclosed, are not a necessity. An equally significant aspect of financing is conducting the Break-Even Point Analysis, which should numerically pinpoint the threshold, where sales equal costs and they completely cover them. Correspondingly, this point, where the company is no longer taking a loss, is called the Break-Even Point. There is no profit, but also no loss either. (Sutton 2012, 121-129)

3.3.7 Addenda

The addenda section usually contains all the legal and other supporting documents, although it will not be inherent in the business plan of this work. Additionally, any potential document type items should be enclosed, if the potential investors do require so.

3.4 Risk factors

Abrams further expands the list of vital sections, which should be present in a business plan, by adding a brief description regarding possible risks that might occur, or even a worst-case scenario situation and how would one resolve it (Abrams 2010, 140-142). Similarly, Morris (2012, 211-212) states that one should always prepare plans for possible recovery from the occurred situations.

4 SUMMARY OF THE THEORETICAL PART

The theoretical part served as an introduction into the business environment of Czech Republic. Firstly, the part introduced the term entrepreneur in accordance with its definition in Czech Civil Laws. Henceforward, the list and descriptions of business entities of the country were provided and then compared with international English and American legal entities. Then the theoretical background for business planning and all its pertinent parts were provided and some of the parts closely inspected. Several definitions and descriptions were adopted directly from the Czech laws or governmental websites. On the other hand, some of the topics, which are more open to interpretation, were tackled with somewhat of a critical mindset approach, thus some problematics are regarded by multiple point of views of different authors. Finally, all the information will be further employed to conduct well-conceived business plan in the practical part.

II. ANALYSIS

5 BUSINESS PLAN

Following the process of information gathering, this part of the thesis will adopt all the applicable research. It will then incorporate a business plan according to the outlined template including all its pertinent components. The creation of the business plan will concern the fictional company going by the name Miluo. The company can be identified as an event agency, which would be mainly focused on water sports and activities. More in depth and detailed information will be disclosed further on in the practical part, whereas this preface should only serve as a mere introduction to the topic.

5.1 Executive Summary

The company Miluo s. r. o., legally on the soil of Czech Republic as a business entity “Společnost s ručením omezeným”, offers unorthodox services putting emphasis on establishing team synergy while carrying out physically endeavoring activity. The specialization of the services is to conduct dragon boat related events for several segments of the market, while primarily focusing on companies seeking team building activities.

The Company Management and Services

The company Miluo s. r. o. consists of two partners Denis and Daniel Knejzlík, who would directly manage the company' organization and would be personally involved in provision of the services. Provided dragon boating events can be easily adjusted and respective alterations can be made to fit the customers' needs.

The Market and The Competition

The conducted research revealed potentially non-saturated market with only one major competitor present. Potential customers can be serviced both on their own preset destination as well as on-site of the provider.

Financial Projections

Based on the defined market area, the forecasted sales for the first year would reach up to **2 015 000 CZK**. The number of potentially served customers was estimated by comparing with the competition and taking into consideration the size of the market and the number of respondents of the conducted research. The number was further reduced to adequately correspond with the ability of the short circle of staff involved in provision of the service.

Further expansions of both the services provided as well as the personnel will be put into motion if all goes according to the plan and the company is going to be profitable.

Funding Requirements

To sufficiently conduct the business operations, the company is seeking an operating line of 750 000 CZK by a preselected investor EFG a. s. As for the time being, both the owners will invest the initial capital of 500 000 CZK of their own finances as well as 300 000 CZK worth of equipment needed to conduct the business for the time being.

5.2 Mission Statement

Above all else, it is vital to have the right perception of your own reasoning behind the venture into the world of business. The intention then should be true and built upon a strong foundation of values and purpose. Hence, the key to a successful business could lie in a balance, where your company should thrive and serve people, while making clear profit along the way.

Taking all of this into consideration the possible mission statement for the company could go as follows. Miluo: To teach people synergy – both in mind and on the water. In addition, it is vital to be aware of the internal thoughts put into the creation and meaning of such a shortened mission statement.

5.3 The Business

To clearly present the business idea and the organizational structure and other pertinent parts of the business, this section will be somewhat comprehensive. Some subsections can possibly overlap with others due to the affinities in those parts, which could be closely related.

5.3.1 Organization

Shortly, the legal entity of the company at hand would be **s. r. o.** (Společnost s ručením omezeným). Statistical legal form of which is numbered 112 by Czech Statistical Office (ČSÚ) according to ARES set up by the Ministry of Finance. ARES is a site, which provides an easy access to any register or data concerning economic entities that are accessible to public (ARES, n.d.).

Aside from the fact that one would not be obliged to cope with the personal liability, the company would be mainly set up as s. r. o. due to the possibility of acquisition of several assets, both tangible and intangible, with certain level of taxation relief.

The section of strengths and weaknesses will be provided further on in the plan in the marketing section, mainly of the reason that the provision of SWOT analysis will be present there. Other than that, this section will briefly go over some potential strengths and added value in terms of competition.

Business Description

As far as the business description is concerned, the event agency Miluo would be operating in business of providing a certain service, which would be in its beginning stages mainly focused on organization of dragon boating events including all its pertinent parts. According to the Czech statistical classification of economic activities CZ-NACE, the economic activity codes, which could possibly be applicable to this business are the ones stated below.

- 00 – Production, trade and services not listed in The Trade Licensing Act appendices 1 to 3
- 7311 – Advertising agencies
- 749 – Other professional, scientific and technical activities n.e.c.
- 855 – Other education. (NACE, n. d.)

Services

As there are countless event agencies providing vast range of products/services for its customers to enjoy, the company Miluo slightly differs in its nature. The core values of the company putting the emphasis on teamwork closely relate to the company mainly targeting other companies and similar segments, to whom the teambuilding events are being provided. Nevertheless, the provision of such teambuilding events is merely one item of the company' portfolio. Other more specific services such as conducting certain dragon boat races for amateurs, beneficial purposes or others are accomplishable. If all goes according to the given plan, it would also be viable to create a dragon boat racing league for professional and amateur paddlers and teams. However, that would be dependent on the success of the company and serves as a mere future projection to expand the scope of the business at hand.

Naturally, people tend to have a free time, thus they seek solutions to utilize it in the most optimal way. To fill this created need, there exists vast number of products and services offered by countless companies. In addition, overusing certain products and services could get quite repetitive, which leads people to possibly require more variety. In a sense, variety is one of the most important variables when one considers certain companies and their supply of products and services.

Dragon boating is unorthodox, and it is applicable to those who seek entertainment and physical endeavor. Briefly, it is a team sport of 10 to 20-man teams of paddlers and one drummer, each depending on the size of the dragon boat. (IDBF, n.d.) There are also steersmen, whose job is to operate the boat, they are also bound to abide by naval laws and rules. These requirements will be touched upon further on in the plan.

As mentioned above, the proposal of conducting a teambuilding event is quite ambiguous, which is exactly the intention of the company. In this specific market, regarding water sports and dragon boats, the skill to stay flexible and being able to accommodate to the needs of the potential customers is always present. Whether the customer seeks merely a cruise on one twenty-man boat or an introduction into the world of dragon boat sport, or even a large-scale race for its employees, the company can easily adjust and make respective alterations to fit the customers' needs.

One of the reasons to consider this area of business is to try to exploit and satisfy certain need that this market offers. The demand could possibly slightly exceed supply at times due to the complicated logistics and lack of capable providers, which will be further described in other subsections of this plan regarding logistics and personnel. To support this claim, there is only one major competitor in Moravian region the company Torrson sports s. r. o. This major company was unable to attend and realize multiple large-scale sporting events in Moravian region the same weekend. Thus, Dragon Boat Events cooperative represented by Dragon Force sporting team organized one event in Otrokovice dating throughout the weekend of 19th to 21st of July (Otrokovická desítka 2019) and another agency Zaki Sports embodied by natural person Petr Zakopal organized another event at the same time period in Brno (Dragon Boat 2019). Both organizers had to lend the accessible dragon boats and equipment from several sport clubs and or companies in order to be able to realize the events, which severely affects the potential profit.

There is a factor of weather conditions, which directly affects the possibility to arrange an event. Due to this fact, there are two time-based periods, the regular active season and the

off-season. During the off-season, taking place in winter, the company takes care of any necessary tasks such as repairs etc. in order to prepare for the following regular active season.

Table 2 Pricing (own creation)

<i>Pricing of services (fixed base prices)</i>	Single boat	Additional boats (up to 4)	Maximum base price
<i>10-man boats (small)</i>	15 000 CZK	10 000 CZK per additional boat	45 000 CZK for 4 small boats
<i>20-man boats (standard)</i>	25 000 CZK	15 000 CZK per additional boat	70 000 CZK for 4 standard boats

All the prices listed in the table above should be recognized as the base prices, which are dependent on several factors and can possibly be increased. Consumption tax assessed on the value of goods and services in European countries, which is called VAT (Value-Added Tax) is not included in the base prices. The company is planned to be in possession of 4 boats of each size and would be able to provide and arrange up to 4 boats of any size at once. The instruction on how to properly conduct the sport is always provided by the professional dragon boat paddlers (provided steersmen), who also interact with the teams in real time whilst on the boat. Additionally, the briefing, the rental of essential equipment such as life vests and paddles etc. and the logistics of the boats is included in the base prices. There are also several other human related factors, which are crucial for the seamless functioning of the company. Overall, the human to human interaction does pose a significant window of opportunity to further improve the company and its reputation among the competition.

Due to the company, being at its very beginning stages, the circle of employees is planned to be very narrow. Consequently, the number of employees is going to be limited and the workload will be provided mainly by them. The most suitable potential employees will be hired from the ranks of people, who are engaged in dragon boating on professional level. Several contacts are already pre-selected as the most suitable persons to carry out the job adequately. Most of the potential business associates are acquaintances of the owner of the company, thus the knowledge of their skills is apparent and in place. And hiring of most

crucial staff is quite simplified. This list of potential acquaintances also includes a possible contractor accountant and lawyer, who would perform their tasks related to the company off site.

Several departments regarding the business should be outlined, mainly because of the reason some of them might be crucial for the proper functioning of the company's actions. Therefore, in case of this plan it is vital to outline these departments:

- Warehousing and storage
- Transportation
- Marketing
- Human Resources

To further develop the importance of the designated departments, each of the items of the list will be closer inspected in this part of the thesis. Only the selected departments were included, since they carry the most importance regarding the business operations.

Warehousing and storage are one of the most important departments for the business. The maintenance of dragon boats can occur to be somewhat costly if not taken with certain thoroughness. Thus, it is a necessity to rent an appropriate space for their storage as well as other pertinent equipment and tools for possible repairs.

Transportation is closely related to the problematics explored in the previous paragraph, although it is obligatory for the driver, who oversees the logistics, to be in possession of a driving license +E. This type of a driving license is additional type, which a person is eligible to acquire after meeting several requirements and completing specialized driving license school examination (MDČR, 2013).

Marketing department is crucial not only for the reasons to affect the public opinions and view of the company, but also to establish strong relationships with several other companies and create brand deals and give each other a mutual aid in form of advertising their own company for certain amount of money. This would mostly be the case, for when large scale dragon boat races for amateurs and professionals with certain number of spectators will be organized.

As for the **HR** department, the company has its foundation built upon the human qualities of the most appealing attitude towards its customers, especially when the service is provided in person. Therefore, the passion of the short circle of employees and the

relationships, which they create with company' customers is of utmost importance to the well being and success of the company Miluo.

Intellectual Property

As far as the Intellectual Property is considered, the company Miluo does not plan on possessing any specific so-called creations of the mind (WIPO, n.d.), other than the brand related standard matters such as name, logo and so on.

Location

Location of the business, meaning its official address, serves not only as a legal component, but also as a meeting place, where conferences and more importantly possible negotiations with potential sponsors or brand deals will be conducted. Multiple possible exact locations were scouted beforehand in Zlín and Olomouc. Moreover, the office does not have to be in close distance to the warehouse, where all the equipment needed to conduct the business is located. The sole reason for that lies in the function that each of these facilities represent. Meanwhile the office is planned to be located in the center of a town. The storage should be easily accessible by the personnel, since the delivery of the service should be efficient and mobile.

The best-case scenario for the company Miluo is to get a hold of a warehouse near Tovačov lakes, where the provision of the teambuilding would usually take place. Local Yacht Club is the most attractive option, since several warehouses are available and the location is built for events of this nature, meaning teambuilding events, water-related sports etc. The company will be providing services both at its own site, which if all goes according to plan, will be the Tovačov lakes and the Yacht club area and also off-site according to specific arrangement with the customer, who will have to suggest another place, where the service would be able to be conducted properly.

Management and Personnel

Overall, the management and personnel of the business would be assembled of few key persons representing only the most crucial positions. In addition to that, several part-time workers are expected to be the most optimal choice for specific operations of providing the service such as the steersmen and possibly instructors. Lastly, most important contractors will be hired to provide their expertise and fulfill their role in the business affairs e.g. accounting, legal affairs. Outsourced contractors will not be included in the table regarding the main organizational structure, even though they represent key aspects of the company.

Their role is crucial for the well being and proper functioning of the company, but to simplify the management and personnel description these contractors will not be included in the main organizational structure.

Table 3 Organizational structure (own creation)

Position	Job description
<i>Owner/Manager</i>	Organization, Project management
<i>Logistics expert</i>	Logistics – transportation, warehousing and possible repairs
<i>Marketing specialist</i>	Marketing, Sales, Customer service
<i>Part-time workers</i>	Helping with service provision – steersmen, starters, instructors

Logically, marketing specialist would spread the nets and acquire customers in the form of companies seeking adequate teambuilding experience to further improve and provide the best team-bonding experience. Owner and manager of the company would then discuss and set up the concept, price and all the pertinent aspects with the given company. After everything is discussed and the date of the event given. The logistics expert would oversee the transportation of all the items needed to provide the service. Then the whole team as well as several part-time workers would provide the service in person on the given location. The provided service differs according to the needs of the customers. Although, most typical is the provision of the introduction to the dragon boating, short training and then small races amongst the teams built from employees of the company.

The logistics expert is obligated to own a driving license of +E to be able to transport the dragon boats. Dimensions of the 20-man dragon boats range somewhere around 12.5 meters lengthwise. In addition to that, there are following obligatory items that must be transported together with the boats: dragon heads, tails and drums (showcasing the traditional symbolism of the dragon boating), paddles, vests, rows and other related minor items.

A marketing specialist is expected to secure several vital brand deals with companies in the field of canoeing in upcoming 2-5 years of the company' functioning. For the time frame until then, the person employed as marketing specialist will be reaching out to potential companies and will arrange the potential events. Other minor tasks will most likely be required, especially in the beginning phases of the business operations.

All the part-time workers are obligated to acquire a license from State Navigation Administration to be eligible to operate the dragon boat. According to the Czech Act No. 114/1995 Sb. regarding inland navigation, any person operating a boat must own a license “Vůdce malého plavidla” or higher (Plavební Úřad, n.d.). Any part-time worker would be offered a repayment for this obligatory license after two years of working for the company.

Future Projections

The plan for the future is to expand the business operation from solely providing the team building events to organization of larger scale races and even creation of the very own dragon boat league for dragon boat enthusiasts. Realistically, the 2-5 years future projections are set to continue with the expansion of the company and establishment of the company' name and customer base. The company also plans to get to the Break-Even point in the time frame of its establishment to 2 years of functioning. The time frame regarding profitability is somewhat stretched due to the reason of higher initial investment for acquisitions of the dragon boats and properties of the company.

Records

Records and any associated files in physical form will be safely stored. Only the three employees will be given access and will conduct bookkeeping. Accounting will be mostly done off-site by a contractor. Optionally, the simplest accounting tasks such as preparing material for the head accountant will be done through an ABRA program (ABRA n.d.).

Insurance, Security and Litigation

Insurance needed to conduct the business will mostly concern possible public liability and property damage. Protection of the employees and the customers taking part of the services the company provides should be in place. The company requires all the employees and the part-time workers to have sufficient licenses to be able to conduct the service as well as valid CPR courses to ensure the safety of the involved. Teambuilding events and smaller scale races etc. do not require any further precautions. However, when the larger scale races are considered it is vital to take certain measures such as having rescue service on site overseeing the event and ensuring the safety of everyone involved.

Suggested insurance precautions also relate to the security steps that must be undertaken. Other than the health-related problematics, the security of the property is somewhat included in the taxes and insurance of the assets of the company. Although some other problems might occur, it is quite difficult to conduct a theft of a dragon boat weighting

above 240 kg. On the other hand, any damage inflicted on the property would result in a problem, which would have to be settled through an Insurance company.

5.3.2 Marketing section

Short overview of the marketing section will serve as an initiation into the part of the plan. Numerous aspects will be further described in each subsection following the overview.

The company is set to specialize and focus on primarily one niche in its beginning stages of operating. When considering several factors revolving around the potential most profitable markets, it was apparent that targeting companies of 50+ employees might be a strong starting point. One does not have to consider gender, age nor other demographics, because it does not directly affect the decision making of a PR expert of the potential company, which is interested in experiencing a teambuilding event specialized on dragon boating.

One of the strengths of such business, as is providing the service of dragon boat events, is the ability to adapt to different needs of different groups of customers. Which means that even though companies are the primary target group, there are other markets that could be captured as well. The Czech Republic supported by European union does tend to urge on entrepreneurs and companies to carry on with their trade and business operations (MPO 2019). This should imply that existence of several businesses should grow exponentially, thus the main target group of companies seeking products or services for their team building events should as well equally grow.

5.3.3 Market research – questionnaire

The conducted marketing research intentionally targeted the specific market segment of potential customers. This market segment could be defined as a company with 50 or more employees. As far as the other factors are concerned, there is no direct link between the age, gender, or the job position that must be considered, when the provision of dragon boat team building event is concerned. Also, the questionnaire was sent directly to the representatives of the companies, which means there was an attempt to reach the PR managers or people in charge of the team building organization. Therefore, one respondent should equal one company of around 50 people that would be engaged in the teambuilding event.

Research methodology

The questionnaire was brief and simple, incorporating only 7 questions. The targeted segment of companies was contacted directly through an email, mutual contacts or telephonically. These persons representing companies were asked to fill the short questionnaire, whereas out of circa 120 contacted representatives 72 answered the questions. The questionnaire was created and processed through Google Forms platform.

The results

The questionnaire as well as its results will be present in Appendix section. There were 72 respondents representing one company each. All 100% of the representatives stated that their company has had an experience with a teambuilding event in the past, whereas 68 of them also showed an interest of experiencing a dragon boating related teambuilding event. Majority of the companies would conduct one event per year including the main activity, catering and some program to fill the waiting time. The conclusion regarding pricing of the services is dependent on various factors. If the event was organized on site of the provider, the companies tend to expect the higher price. Whereas if the company were to provide their own location, the prices tend to get to the lower amounts. The optimal capacity of the employees involved in the event is according to the research about 50 to 100 persons. The number of the potentially interested companies will be further regarded throughout the projection part of the thesis.

5.3.4 Competition Analysis

There is one major competitor occupying the market in question. A relatively new but well-established Moravian company Torrsten Sports s.r.o. does organize mainly dragon boat race events, but it can also provide various other events including the teambuilding event for several companies. This market-leading company is both direct and indirect competitor, mainly because of the reason it is capable of provision of the same services as is the company Miluo. Torrsten company is also in possession of multiple small sized and standard dragon boats and has the necessary resources to realize one event at a time. Realizing one event, whether it is a festival, race, teambuilding or any other event, is possibly the vulnerable spot, which could be utilized. As mentioned before, there is slightly exceeding demand over supply for such services, which could mean that another company with the same capability and the means necessary can possibly enter into this somewhat non-saturated market.

Increase in establishing of smaller companies and cooperatives, which are trying to enter dragon boating market could imply its growth. Even without the possession of the resources needed to provide such services, smaller companies still sacrifice partial sum of the profit to lend the appropriate assets and conduct such services. This could support the claim of the growing dragon boat service market, as well as the establishment of several annual races and some new ones by the major company Torrsen Sports s.r.o. (Torrsen, n.d.). The schedule of the company expands each year suggesting that the business opportunities are equally expanding. The list of the main competitors will be provided below:

- **Torrsen Sports s.r.o.**
 - Major competitor
 - In possession of their own necessary resources and equipment
 - Capable
 - Supported by CSDL (Český svaz dračích lodí, n.d.)
- **Dragon Boat Events cooperative**
 - Minor competitor
 - In possession of only one small and standard sized dragon boats and pertinent equipment
 - Provision of smaller-scaled events
- **ZAKI sports** (embodied by an entrepreneur)
 - Minor competitor
 - Boats are being contracted by other companies and providers
 - Not specialized on solely dragon boating events
- **Energy Financial Group a. s.**
 - Supporting dragon boating market
 - Very attractive sponsor potential

- Other competitors are providing their services mainly in Bohemian region, where the market is regulated by the CSDL

Identified companies will be subjected to further analysis based on several criteria, which are crucial for this market. These criteria should help to determine what are the main strengths and weaknesses of the competitors.

- The ability to conduct the events (the frequency)
- Possession of the required equipment
- Specialization
- Market position
- Experience and skilled personnel
- Sustainability, stability on the market
- Strategies

Table 4 Competitor Analysis: Torrsen (own creation)

Torrsen Sports s. r. o.

Strengths	Weaknesses
Well-established industry leader	Limited to one event at a time
Equipped to serve 1000+ people per event	Not solely specialized on dragon boating
Ability to provide large scale events	Professional personnel are being outsourced
Established customer base	
Strategy to maintain plus expand	

*Table 5 Competitor Analysis: EFG (own creation)***Energy Financial Group a. s.**

Strengths	Weaknesses
Monetary advantage – investing into the industry of dragon boating	Main business operation is sustainable energy
Well-equipped to provide any kind of service	Dragon boating is merely a side business
Ability to contact vast amount of companies/customers	
Strategy to build the industry	

*Table 6 Competitor Analysis: Dragon Boat Events (own creation)***Dragon Boat Events cooperative**

Strengths	Weaknesses
Ability to provide smaller-sized but professional service	Equipment usually lend by sporting clubs
Pricing	Occasional provision of events
	No established customer bases

*Table 7 Competitor Analysis: Zaki (own creation)***Zaki Sports**

Strengths	Weaknesses
Good reputation	Equipment usually lent by associates
Great returns on investments into dragon boating services	Outsourcing professional personnel

All the competitors provide services on the Moravian region, other than that EFG a. s. is mostly a sponsor more than a provider. The company supports the industry and even

though it is not necessarily the major competitor, it has all the means needed to become one.

5.3.5 Sales

Distribution was already touched upon in previous parts of the plan. To summarize the technique used to deliver the service to the customer, the marketing expert from the company will reach out to numerous companies, hotels, and other event agencies in order to reach the target group of customers. If and when PR specialist from the company replies to the offer, the standard basic offer will be submitted and reworked to the ideal concept for the given company. Capability and flexibility are the key to the ability to realize the event against all the obstacles and other factors. Shipping of all the assets and pertinent equipment to be able to realize the event is then provided and led by the logistics expert, who will also function as the main carrier. The location of the event is given in advance and could be provided by the company or most commonly arranged by the customer or organization realizing the whole event for the customer. The dragon boating event itself is provided by the joint effort of all the personnel and part-time workers, whom are expected to be the experts in the sports of dragon boating. Part-time workers will be hired from the professional Czech sporting team Dragon Force, which consists among others of many young and talented professionals seeking part time jobs in their field.

While it is important to think about future growth, starting slow and preparing for the moment to seize the right opportunity to exploit that new value proposition is equally as important. To translate this statement into the business venture of dragon boating. The provision of vast amount of services by numerous event agencies has always been present, but the opportunity to make a nontraditional sport with great values a main target of companies seeking an activity to properly improve the bond and relationships among employees is in its own capacity seizing the white space. Ultimately, there are other factors, such as is good price for the number of employees engaged in the activity, which only adds to the feasibility of such service for the people, who usually finalize the contract.

The most difficult part to correctly conduct the business might be the problematics surrounding marketing, specifically reaching out to customers, who would be interested in such service. Developing the customer proposition, which is in this case provision of dragon boating events joint with all the pertinent services altogether, is only a first step towards the goal of establishing a loyal customer base.

Due to the plan being in its preparation phase, the sales are not yet obtainable. However, it is possible to devise a forecast of future sales. The number of customers will be derived from the number of respondents of the questionnaire. The volume and frequency of the services will also be rationally subjected to the abilities of the provider and realistic demand. To read into this objectively, according to the questionnaire, there were 68 respondents claiming their companies were interested in having such teambuilding events organized. Then, this realistically portrayed demand was subjected to several factors mentioned above and redistributed throughout the months to showcase the effect of weather in this business. The number of customers itself could have probably been higher, but the estimated 55 – 60 % range would be the most realistic scenario when all things are considered.

Table 8 A forecast of future sales (own creation)

<i>Month /1st year</i>	Number of customers (events conducted)	Estimated sales (CZK)
<i>Jan</i>	-	-
<i>Feb</i>	-	-
<i>Mar</i>	1	35 000
<i>Apr</i>	3	135 000
<i>May</i>	5	280 000
<i>June</i>	10	560 000
<i>July</i>	10	560 000
<i>Aug</i>	5	290 000
<i>Sep</i>	3	110 000
<i>Oct</i>	1	45 000
<i>Nov</i>	-	-
<i>Dec</i>	-	-
<i>1st Year</i>	38	2 015 000

Naturally, the sales are at its peak in the active season taking place in the summer, which is the most profitable time frame of the year. From the spreadsheet above, one can determine that there is an off-season, which marks an inactive period for the company. Even though the off-season mainly serves to conduct repairs and other dealings, there is still a way to conduct an inside building event, for example renting a pool in which the boat would be put and two small teams would play tug of war on that one boat facing each other. If there is a demand and enough imagination, the customer and provider can always come to terms and realize an event of sorts.

The numbers in the spreadsheet are also based upon a served demand by other already existing competitors. There is also a factor of newly established company, which is considered, thus the number of customers is further reduced with expectation of the demand growing throughout time. If all went according to plan, the company would be able to realize 10 to 12 events a month with the small circle of employees and part time workers it would possess at the beginning of its existence. The number of customers or events provided in a month concerns only the active season. Finally, one should always perceive these number as sole forecast of the possible scenario.

5.3.6 Marketing plan

To conduct a relevant marketing plan, one needs to consider numerous spheres of influence, which can possibly affect the business in any way. There are some unexpected elements such as natural disasters or a recent outbreak of the SARS-CoV-2 coronavirus, which can cause the Covid-19 illness that would completely stop the functioning of this event agency and stun its economic growth. When taking into account only the precedented spheres of influence, one would usually consider these:

- Business
- Competition
- Market
- Industry
- Government
- Other market factors

Most of these factors were already regarded throughout the plan, thus the marketing section will serve as a conclusion and summaries of these elements as well as other new ones. Considering pricing for instance, in this plan it was based upon the prices of the competition as well as accumulated estimated costs for providing such services.

The timing of the entry into the market does pose a significant variable when the success of the company is in question. Further research into the markets and competition uncovered a non-saturated market with one major competitor, who is at this time unable to cover all the present demand. Naturally, this is only a mere projection of the present situation on the market, which could change at any time. Previous arguments, as well as an indication of newly established smaller non-equipped businesses entering the market, could indicate the situation of the market saturation. When the unique value proposition is concerned, the company plans to separate its service from the other competitors and establish its positioning on the market by providing their services by Dragon boating professionals and multiple ICF world champions (Canoe World ICF 2018).

SWOT analysis

Table 9 SWOT analysis (own creation)

Internal factors	
Strengths	Weaknesses
Location Event provision expertise Experienced personnel Thorough knowledge about competitors	Entering the market as a new company Lack of sponsors and brand deals Targeting mainly one segment
External factors	
Opportunities	Threats
Cooperating with other companies Targeting more market segments Lack of competition Non-saturated market	Insufficient demand during winter season Global pandemic/Governmental restrictions

Identifying the strength of having the option to conduct the events at the given location is crucial for the performance of the company. Services can be provided both off-site on the preset location as well as on site in Tovačov Yacht Club area and part of the lake it owns. This mutually beneficial cooperation will not be based on financial gains on behalf of the Yacht Club. On the other hand, it will help with the revitalization and maintenance of the property, which is the main goal of the president of the club, who is a well-known family associate of the owner of the Miluo s. r. o.

Professional expertise, skillset and experience in this specific business area will support the seamless course of action of the business operations. The process can be somewhat weakened by the company mainly focusing on one specific market segment of companies seeking team building events. This factor, among with the lack of brand deals and initially entering the market as a new company, can be easily eliminated over time. Establishing solid position on the market should complement the strengths of the company and assist with elimination of regarded weaknesses.

This problematic directly links to the potential opportunities that could be utilized upon. The indication of non-saturated market could imply the lack of competition and possible unutilized demand of the customer base. Further on, there is a possibility of expanding the business to possibly satisfy other market segments and establishing sponsor and brand deals with other companies.

Finally, there is a major threat of not accumulating enough cash flow throughout active season to ensure the welfare of the company for inevitable off-season losses. There are several ways to deal with the threat of this magnitude, such as conducting an inside tug of war event of sorts or other unique activity. Although, for the time being, it is planned to accumulate profit in the two quarters that would cover for the losses overall. At last, the factor of unexpected major threats of global scale, which could result in the government implementing nationwide restrictions, could completely undermine the business venture.

PEST analysis

Including the macro-environment factors, which should be part of the business plan as well, might be crucial to identify several outside elements that could influence the business operations themselves.

Table 10 PEST analysis (own creation)

Political	Economic
<ul style="list-style-type: none"> • Tax relief • Occupational accident 	<ul style="list-style-type: none"> • Economic situation unpredictable due to Sars-CoV-2 outbreak • Summertime contributes to higher demand of water related team buildings
Social	Technological
<ul style="list-style-type: none"> • Market research showed great interest of potential customers • Demographics not directly linked to the activity • Variety of the unique teambuilding activities • Customers prefer good price for the number of employees engaged in the activity 	<ul style="list-style-type: none"> • Lack of technological influence • Difficult logistics

Teambuilding costs are components of Social costs, these could be further utilized as partially tax relieved items. When an injury occurs while engaged in a team building activity, this injury is usually identified as an occupational accident. Occupational safety and health, in Czech BOZP (Bezpečnost a ochrana zdraví při práci), is applied in team building environment as well.

Unfortunately, the most recent outbreak of the Covid 19 illness caused by the coronavirus SarS-CoV-2 mostly negatively affected economics world-wide. It is almost impossible to predict the economic situation, whereas it seems that the economy is stunned at the time being. On the other hand, if the catastrophic worldwide situation is taken aside, there is an opportunity of higher demand of water related sporting activities during the warmer days of the year. This opportunity could be utilized by the companies providing team buildings.

The market research suggested that provision of dragon boat sporting activity would be popular choice as far as the teambuilding events are considered. This activity is also suitable for anyone and there are no direct demographic related aspects to it. The activity itself is quite unique, which aside with variety fulfills the curiosity of potential customers. Also, the ratio of people engaged in the activity to the price for the teambuilding event seems like an attractive and deciding factor for the companies.

Lastly, the only technological aspect of the business is the logistics of the required equipment needed to conduct the business, which can become an obstacle. Other than that, as far as the dragon boating industry is concerned, there are no researches that would create monetary or other advantage in the market.

4 Ps of Marketing

To simplify the managerial process of planning, this work will adopt the simple 4Ps framework: of Product, Place, Price, Promotion (Baines 2013, 11-13).

Table 11 4Ps (own creation)

<i>Product</i>	Provision of dragon boat events – easily customizable service Filling the need of team water sport activity/teambuilding, others
<i>Place</i>	Service delivered to the given location – simple, yet physically endeavoring and great at contributing to the synergy of people
<i>Price</i>	Costs for the service ranging anywhere from: 15 000 CZK – 45 000 CZK (small boat service) 25 000 CZK – 70 000 CZK (standard boat service) Costs: 20% Profit: 80%
<i>Promotion</i>	Potential buyers initially contacted directly through acquaintances Other channels: websites, social networks: Facebook, Instagram

5.3.7 Financial Analysis

Initially, the owners of the company would deposit personal assets as the primary funding. This initial funding would equal 250 000 CZK by each of the two owners. These funds are

primarily put into the company for the reason of further investments into the major equipment written as the startup costs. Furthermore, the company would apply for funding by CSDL, who should financially support dragon boating market in the Czech Republic. And lastly, private investor EFG a. s. would be reached out to, to possibly establish a business brand deal with. Cooperation with EFG a. s. would be truly beneficial for the company, whereas multiple shareholders are engaged in the dragon boating, thus the company tends to support multiple aspects of the market. The owners are also in possession of one standard boat and one small boat of value around 300 000 CZK.

To sufficiently cumulate all the one-time costs, this plan will include a startup budget list, which should include all the initial expenses. The financials for these expenses would be provided both by the funding of the owners as well as the private investor funding and if needed a non-equity funding from other sources.

Table 12 Startup costs (own creation)

<i>Item</i>	<i>Quantity</i>	<i>Cost (in CZK)</i>
Major equipment	-	1 105 400
<i>Standard dragon boat (including accessories)</i>	3	637 500
<i>Small dragon boat (including accessories)</i>	3	375 000
<i>Paddle</i>	100	39 900
<i>Vests</i>	80	44 000
<i>Navigation Administration license</i>	3	9 000
Establishing s. r. o. company	-	11 250
Czech Trade register registration	-	6 000
Memorandum of association approved by a notary	-	4 000
Trade license	-	1 000
Other required lists and copies by appropriate authorities	-	250
Rentals	-	17 000
Office	-	12 000
Warehousing	-	5 000
Overall	-	1 133 650

These are the most basic start-up expenditures and investments that must be considered when establishing the company. In any case, there might be other minor costs when starting the business.

Table 13 Income statement projection (own creation)

Income Statement for the first year in CZK

<i>Gross Sales</i>	2 015 000
<i>Costs of Services provided</i>	403 000
<i>Gross Profit</i>	1 612 000
<i>Expenses</i>	1 325 080
<i>Net Profit Before Taxes</i>	286 920
<i>Taxes</i>	54 514,8
<i>Net Profit/Loss</i>	+232 405,2

Several fixed and variable costs are included in the expenses window. Depreciation of the assets that were invested in are included as well as office and warehousing rent prices, salaries and other costs. It is important to state, that this income statement estimation is merely a future projection and there could be other existing non-included costs or profits.

Table 14 Projected Income Statement for 2nd and 3rd Year (own creation)**Projected Income Statement for upcoming years (in CZK)**

	2 nd Year	3 rd Year
<i>Gross Sales</i>	2 480 000	2 840 000
<i>Costs of Services provided</i>	496 000	568 000
<i>Gross Profit</i>	1 984 000	2 272 000
<i>Expenses</i>	1 325 000	1 325 080
<i>Net Profit Before Taxes</i>	659 000	946 920
<i>Taxes</i>	125 210	179 914,8
<i>Net Profit/Loss</i>	+533 790	+767 005,2

It is apparent that the projected financials are of decently high magnitude, which could be further impacted by other non-calculated costs. Aside from that, one should also take into consideration the number of employees and the workload put onto these individuals to

properly organize 30 to 40 events a year. Profits would most likely be severely reduced by hiring new staff to ensure the most adequate process of conducting such services. As well as possibly expanding the business to serve the needs of different market segments, such as dragon boat amateurs and professionals. All in all, the projected financials indicate that this business should be profitable, when everything goes according to plan. To consider more scenarios, following tables will consider both borderline worst-case scenario as well as possibly the most optimistic outcome with the amount of employees and physical competence to conduct the maximum amount of services according to the researched customer demand.

Table 15 Projected Income Statement - optimistic (own creation)

Projected Income Statement – optimistic scenario (in CZK)

	1 st Year	2 nd Year	3 rd Year
<i>Gross Sales</i>	2 480 000	2 840 000	4 260 000
<i>Costs of Services provided</i>	496 000	568 000	852 000
<i>Gross Profit</i>	1 984 000	2 272 000	3 408 000
<i>Expenses</i>	1 325 000	1 325 080	1 325 000
<i>Net Profit Before Taxes</i>	659 000	946 920	2 083 000
<i>Taxes</i>	125 210	179 914,8	269 872,2
<i>Net Profit/Loss</i>	+533 790	+767 005,2	+1 813 127,8

The optimistic scenario could possibly be considered as the best outcome possible, when factors such as the researched customer demand as well as the best of ability of the short ring of employees is concerned. There is physically very little chance of the employees being able to conduct such amount of work in such a short period of time, thus the numbers could not get any higher. Also, the realistic factor of establishing the customer base is present and the growth of the finances thus substantially increases. The most plausible prediction is that major amount of the profit will go towards the expansion of the company, its facilities and business operations.

Table 16 Projected Income Statement - pessimistic (own creation)

Projected Income Statement – pessimistic scenario (in CZK)

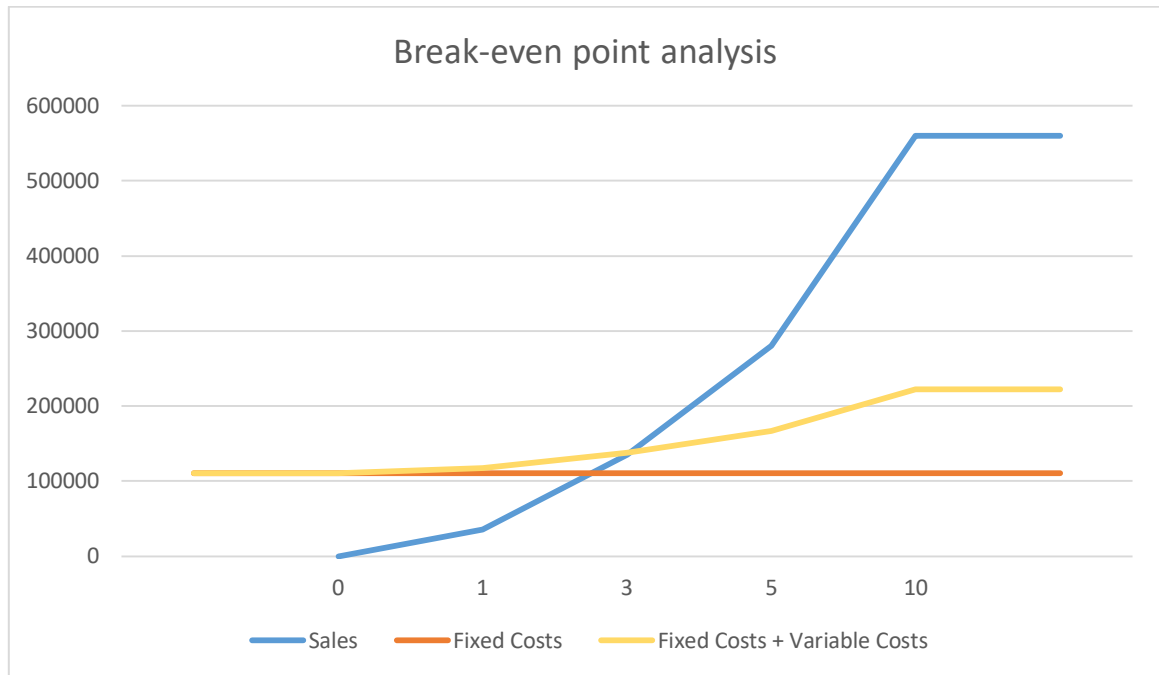
	1 st Year	2 nd Year	3 rd Year
<i>Gross Sales</i>	1 007 500	2 015 000	2 480 000
<i>Costs of Services provided</i>	201 500	403 000	496 000
<i>Gross Profit</i>	806 000	1 612 000	1 984 000
<i>Expenses</i>	1 325 080	1 325 080	1 325 000
<i>Net Profit Before Taxes</i>	-519 080	286 920	659 000
<i>Taxes</i>	27 257,4	54 514,8	125 210
<i>Net Profit/Loss</i>	-546 337,4	+232 405,2	+533 790

The pessimistic scenario showcases possibly the worst-case scenario for the business, when still taking into consideration the amount of researched potential customers and the ability of the employees to provide such services. The purpose of these tables is to realize more of the possible outcomes.

5.3.8 Break-even point analysis

In this case, conducting a break-even point analysis does not provide any absolute results, other than informing the creator of the plan that provision of three services is enough to cover for the costs induced by organization of such events accumulated with other costs, salaries, depreciation fees etc. To calculate the break-even point properly, this thesis will adopt the most sought service, which should according to the market research incorporate circa 50 employees. More affordable service for 50 employees would be starting on 45 000 CZK per one event.

Figure 1 Break-even point analysis graph (own creation)



$$Q_{BEP} = \frac{FC}{(P - VC)}$$

$$Q_{BEP} = \frac{110423,333}{(45000 - 9000)}$$

$$Q_{BEP} = 3,0673$$

The business would have to organize more than 3 events to get to the break-even point. Providing the fourth service would also exceed the break-even point, thus the company would start making profit covering all its costs. Naturally, this rate of provision of the services would have to be maintained on monthly basis.

What could cause the irregularities in overall sales is the factor of weather and existence of active season and an off-season. The workload is mostly conducted in summertime period, which compensates for the loss occurred in the winter off-season. Off-season is appointed for possible repairs and other matter, solely from the reason that the usual services are unable to be provided. Overall, the company should complete only 2 or possibly 3 out of 4 quarters in profit, but the profit should be able to cover for the loss occurred in the off-season.

Table 17 Initial Balance sheet (own creation)

Initial balance sheet (CZK)

Assets	800 000	Total Liabilities and Stockholder's equity	800 000
Current Assets	500 000	Liabilities	0
Cash	500 000		
Long term assets	300 000	Equity capital	800 000
Equipment	300 000	Contributed capital	500 000
		Equipment	300 000

The initial balance sheet merely functions as a statement of the current financial position. It would certainly change after the time period of the company' functioning and especially after the acquisition of the assets financed by the initial investments. If the company was unable to acquire regarded investments, it would have to apply for and then claim a loan by a bank. In that case, the profitability would have been affected but the company should be still able to carry on with its business operations.

In case of acquiring the required investments, the company would then purchase the equipment needed to conduct its business operations and use the depreciation option to deal with the progressive repairs and potential acquisition of the new equipment over the 5-year period of class 3 asset depreciation.

5.3.9 Addenda

Supporting documents are presented in the Appendix chapter. The regarded documents are only the marketing research lists and results that were being used for the Market segment and product/service analysis. Further documents would be present, if the business plan pleased the specific potential investors or other readers of the plan.

5.4 Risk factors

If the worst-case scenario were to happen, and the company was in unpayable debts. Then, the first option to resolve the situation would be applying for insolvency proceedings. In that case, the debts might be reduced, thus the company would be given a helping hand. If

the insolvency proceedings would not help, the only remaining option would be to file for liquidation of the company. That would mean losing all the initial capital and finances, which were put into the s. r. o. company, but the personal assets would not be affected. Other than that, most slight risk factors are possibly easily resolvable.

However, such drastic scenario is very unlikely to happen so if the company would not lead to a successful business the possibilities could be:

- Exploring other segments of the market
- Organizing events/trainings
- Applying for competitive scene

Becoming a part of the competitive scene would mean stable income but losing the option to grow on the market.

CONCLUSION

The aim of the bachelor' thesis was to create a business plan for a fictional event agency, specializing in dragon boating. Furthermore, the goal was to establish whether there exists an indication regarding the business' feasibility. Even with thorough research and creation of a detailed business plan, one is never able to certainly predict whether the business will succeed thus the conclusion is adjusted for this thought process.

Meanwhile the theoretical part served as an introductory text into the realm of business and all its pertinent aspects, which included defining terms such as entrepreneur in Czech Republic, business entities and their exact forms, criteria distinguishing business entities and the outline of all the sections of the business plan, the practical part incorporated the creation of the business plan.

Thorough competitive analysis uncovered potentially non-saturated market with only one major competitor and several minor ones, who are not in possession of the required equipment to properly conduct the business activities. The competitive analysis accompanied with the marketing research imply that there might be a customer base, whose demand is not yet satisfied. On top of that, according to the questionnaire 94,4% of all respondents, who were targeted market segment of companies of 50 or more employees, showed an interest of undergoing such team building activity. Several financial projections showcase a potential of the company being able to cover its investments in two years or less, when the realistic scenario of business operations is concerned. Further analyses and financial related problematics imply that the business might be in fact labeled as feasible. Nevertheless, this statement only stands as a mere implication and even when supported with sufficient evidence, nothing can be stated with upmost certainty.

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LIST OF ABBREVIATIONS

LLC Limited liability company

Ltd. Limited company

s. r. o. Společnost s ručením omezeným

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APPENDICES

Appendix P I: Questionnaire

APPENDIX P I: QUESTIONNAIRE

Dotazník na téma: Business Plan for an Event Agency (Bc práci píšete v angličtině)

Vážení respondenti,

Jsem studentem 3. ročníku UTB Zlín bakalářského studia oboru Angličtina pro manažerskou praxi. Obracím se na Vás s prosbou o vyplnění dotazníku k mé bakalářské práci na téma: „Business plán – zážitková agentura se zaměřením na dračí lodě“.

Rád bych prostřednictvím dotazníkového šetření zjistil postoj firem k nabídce teambuildingu se zaměřením na dračí lodě a zda je o takto koncipovanou aktivitu zájem. Dračí lodě spadají pod vodní sportovní aktivitu, závisející na týmové spolupráci a sebranosti četné pádlující posádky.

Povinné otázky jsou označeny *

Děkuji za Vaši ochotu a čas.

*Povinné pole

Má Vaše společnost zkušenost s účastí na nějaké teambuildingové akci?

- Ano
- Ne

Měla by Vaše společnost zájem zúčastnit se firemního teambuildingu se zaměřením na jízdu na dračích lodích? *

- Ano
- Ne

Jak často by Vaše společnost měla zájem o teambuildingové akce? *

- 1 x ročně
- 1 x za pololetí
- 1 x za čtvrtletí
- Jiné: _____

Co všechno by měl daný teambuilding zahrnovat? (Lze zvolit více možností) *

- Hlavní program (např. dračí lodě)
- Catering
- Doprovodný program
- Jiné: _____

Nabídka jednodenní teambuildingové akce se zajištěním prostor - kolik by byla přiměřená cena pro cca 50 osob? (Cena zahrnuje: celodenní program, zapůjčení nutné výbavy, zajištění lodí, zajištění prostor, občerstvení). *

- Do 35 tis.
- 35 – 70 tis.
- Nad 70 tis.
- Nezáleží

Nabídka jednodenní teambuildingové akce v prostorách zajištěných Vaší společností - kolik by byla přiměřená cena pro cca 50 osob? (Cena zahrnuje: celodenní program, zapůjčení nutné výbavy, zajištění a logistiku lodí). *

- Do 35 tis.
- 35 – 70 tis.
- Nad 70 tis.
- Nezáleží

Jaká je dle Vaší společnosti optimální kapacita zaměstnanců, pro kterou by měl být daný teambuilding nastaven? *

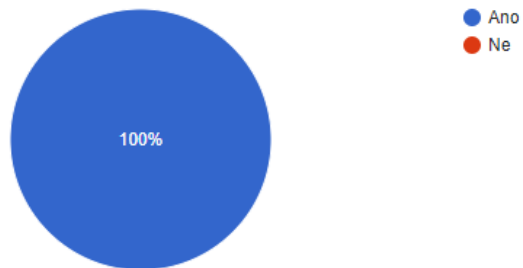
- Do 50 zaměstnanců
- 50-100 zaměstnanců
- Nad 100 zaměstnanců

Odeslat

Results:

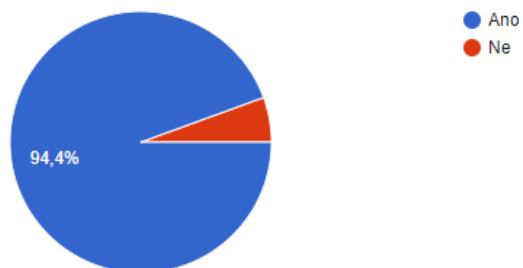
Má Vaše společnost zkušenost s účastí na nějaké teambuildingové akci?

71 odpovědí



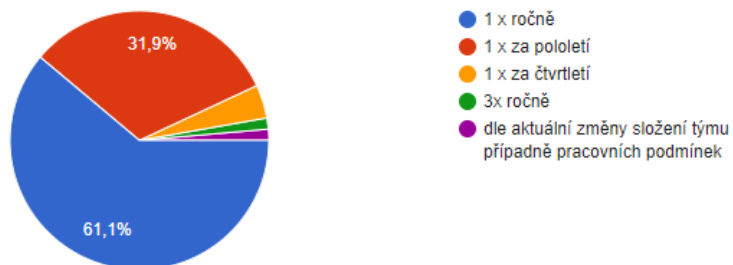
Měla by Vaše společnost zájem zúčastnit se firemního teambuildingu se zaměřením na jízdu na dračích lodích?

72 odpovědí



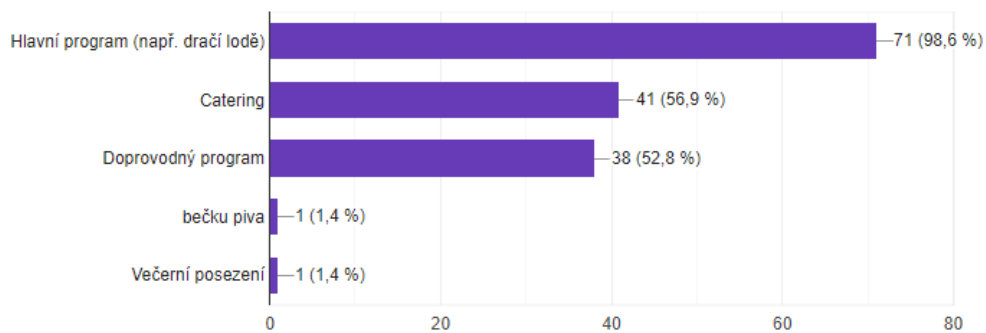
Jak často by Vaše společnost měla zájem o teambuildingové akce?

72 odpovědí



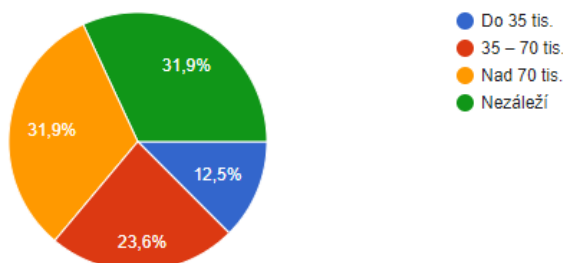
Co všechno by měl daný teambuilding zahrnovat? (Lze zvolit více možností)

72 odpovědí



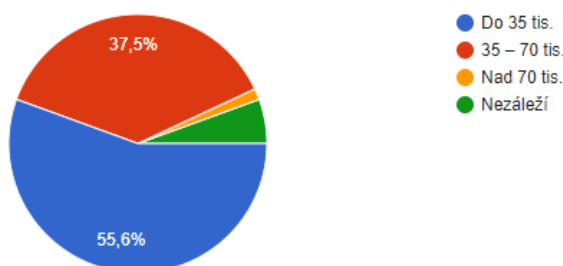
Nabídka jednodenní teambuildingové akce se zajištěním prostor - kolik by byla průměrná cena pro cca 50 osob? (Cena zahrnuje: celodenní program, zapůjčení nutné výbavy, zajištění lodí, zajištění prostor, občerstvení).

72 odpovědí



Nabídka jednodenní teambuildingové akce v prostorách zajištěných Vaší společností - kolik by byla průměrná cena pro cca 50 osob? (Cena zahrnuje: celodenní program, zapůjčení nutné výbavy, zajištění a logistiku lodí).

72 odpovědí



Jaká je dle Vaší společnosti optimální kapacita zaměstnanců, pro kterou by měl být daný teambuilding nastaven?

72 odpovědí

