



# BUSINESS PLAN

PART OF THE  **HEINEKEN** COMPANY

# BUSINESS PLAN



DATE	<input type="text"/>
APPLICANT NAME	<input type="text"/>
CONTACT NUMBER	<input type="text"/>
EMAIL	<input type="text"/>

PUB NAME & ADDRESS
<input type="text"/>

# BUSINESS PLAN



LICENSED TRADE ACCOUNTANT NAME & ADDRESS



I confirm that I have provided independent advice in the preparation of this business plan:

LICENSED TRADE  
ACCOUNTANT  
NAME



SIGNATURE



DATE



LICENSED TRADE  
ACCOUNTANT  
EMAIL ADDRESS



LICENSED TRADE  
ACCOUNTANT  
CONTACT NUMBER



I confirm that I have taken independent professional advice in the preparation of this business plan:

APPLICANT NAME



SIGNATURE



DATE



'PROFESSIONAL QUALIFICATIONS & LICENSED TRADE EXPERIENCE



# BUSINESS PLAN

## INTRODUCTION



**Taking on a Just Add Talent Agreement can be a challenging yet hugely rewarding venture. In order to ensure your business will be a success, it is important that you have fully thought through what you will need to do and how you will go about it.**

This document has been developed to make the planning of your business as simple as possible. It is set out to get you thinking about the pub, its environment, the competition and opportunities.

As well as assessing whether your business will be able to achieve the rewards you desire, your business proposal will become the blueprint for the way the business will operate. Accordingly, our pre-entry training programme will focus on your individual proposal and get into the detail of how you will bring it to life. As you complete your proposal, think about where you and your team will need training and advice from us to help you deliver your offer.

### Information you need to complete this proposal

In order to complete this proposal you will need the following documents:

- Shadow P&L
- Food & Drink Menus
- Template Staff Rota spreadsheet
- List of current promotions
- Template Profit & Loss spreadsheet
- Cask sediment report
- EPC
- Demographics report
- Premises license
- Supplementary Information Document

### Receiving independent advice

We require that you seek independent advice from a Licensed Trade Accountant when your proposal is finalised. We will ask that you and the advisor sign a form to confirm this has occurred.

You are of course free to use your own Licensed Trade Accountant to obtain this advice, but if you do not have one, a panel of advisors can be found in Appendix 2 of this document.

### What happens next?

Once your plan has been completed, get in touch with your Business Development Manager (BDM) who will arrange a meeting to go over it with you.

This will be an opportunity to ensure your proposals match what we believe the pub can achieve and discuss any support required from us to help you deliver your plans.

Assuming we're both happy to proceed, we will then move forward to arrange training, finalise the agreement and arrange for you to take over the pub.

# OUTLET ANALYSIS

## BUSINESS OPERATIONS



Explain what your plans are for operating the pub to our prescribed food, drink and marketing offer.

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# OUTLET ANALYSIS

## YOUR PUB TEAM



Describe the team you intend to put in place to manage this business, how many bar staff and kitchen team will you employ, will you have an Assistant Manager? How will you recruit them? What training will you provide? How will you ensure they deliver the offer consistently?

I

# OUTLET ANALYSIS

## CONTROLLING YOUR BUSINESS



You will be responsible for cash and stock management, describe what measures you intend to put in place to ensure this is done.

T

# OUTLET ANALYSIS

## MARKETING YOUR BUSINESS



Online presence is essential. Star Pubs & Bars will ensure you have a webpage and a Facebook account. What content will you post? How frequently? Check the pub's web presence, what would your approach be to comments and customer feedback? Which other social media channels will you use?

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# COMPETITOR ANALYSIS



Following from the previous section, list out your competitors, who their customers are, how they attract these customers through their offer, whether their customers should be your target market and if so how will you target them.

1		2	
MAIN COMPETITOR		MAIN COMPETITOR	
WHO ARE THEIR CUSTOMERS?		WHO ARE THEIR CUSTOMERS?	
WHAT DO THEY OFFER TO ATTRACT CUSTOMERS?		WHAT DO THEY OFFER TO ATTRACT CUSTOMERS?	
COULD/SHOULD WE ATTRACT THEIR CUSTOMERS AND IF SO HOW?		COULD/SHOULD WE ATTRACT THEIR CUSTOMERS AND IF SO HOW?	
	RETAIL SELLING PRICE OF STD. LAGER, STD. BITTER PACKAGED LAGER, HOUSE WINE AND KEY MENU ITEMS. <ul style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> </ul>		RETAIL SELLING PRICE OF STD.LAGER, STD. BITTER PACKAGED LAGER, HOUSE WINE AND KEY MENU ITEMS. <ul style="list-style-type: none"> <li></li> <li></li> <li></li> <li></li> <li></li> <li></li> </ul>

# COMPETITOR ANALYSIS

Following from the previous section, list out your competitors, who their customers are, how they attract these customers through their offer, whether their customers should be your target market and if so how will you target them.



<div>3</div> <div>MAIN COMPETITOR</div>		<div>4</div> <div>MAIN COMPETITOR</div>	
<div>WHO ARE THEIR CUSTOMERS?</div>	<div>WHAT DO THEY OFFER TO ATTRACT CUSTOMERS?</div>	<div>WHO ARE THEIR CUSTOMERS?</div>	<div>WHAT DO THEY OFFER TO ATTRACT CUSTOMERS?</div>
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# COMPETITOR ANALYSIS

For your pub, now profile existing and target customers, who they are and why they will visit morning, afternoon and evening. For target customers, focus on ones that will increase your trade and maximise profit.



EXISTING	AM	PM	EVENING
<p>Who are the pub customers? Why do they use your pub?</p>			
TARGET	AM	PM	EVENING
<p>Who should the target market be to increase and maximise the trade and profit?</p>			

# YOUR BUSINESS

## ENGAGING WITH YOUR LOCAL COMMUNITY



Now you have completed your competitor review and your target market, what steps will you take to make sure your pub is the heart of your local community? How will you get in front of the local teams and clubs? What about parent groups and societies?

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# YOUR BUSINESS PROMOTIONS



Review our standard promotions, which of these will you use?

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# YOUR BUSINESS

## SALES RHYTHM OF THE WEEK



JAT offers, what local events and activities will you introduce to drive footfall? Look at the standard JAT promotions. Which will you use and when?

DAYTIME  
ACTIVITY

EVENING  
ACTIVITY

MONDAY

TUESDAY

WEDNESDAY

THURSDAY

FRIDAY

SATURDAY

SUNDAY

# COMPLETE YOUR DRAFT FINANCIAL FORECAST MODEL



Use the supplied template to build up the financial model for your pub. The template is self-explanatory but, if you need any help getting started, please contact your Business Development Manager.

## WHAT TO DO NOW?

Now that you have drafted out your plan, you need to take this document to your nominated Licensed Trade Accountant for advice and finalisation. Your advisor will examine your ideas and help set realistic financial projections and targets. Details of Star Pubs' nominated Trade Accountants are set out in Appendix 2. You may use your own Licensed Trade Accountant but they must produce financial forecasts including:

- A detailed Profit & Loss for the first 12 months of trading, showing your break-even and target sales figures.
- A detailed outline of your weekly rota, showing how much you spend on staff.
- A sensitivity analysis showing the effect of Net Profit if: turnover and wages increase or decrease by 5% or 10% (as per example).
- Any other costs

# APPENDIX 1

## EXAMPLE FINANCIAL PROJECTIONS

**Please note these figures are for example purposes only and do not relate to your site.**

### OPERATOR ANNUAL SALES FORECAST

	Projected Annual Sales Excl VAT	Projected Weekly Sales Excl VAT	Projected Annual Sales Inc VAT	Projected Weekly Sales Inc VAT	Projected Sales Mix
<b>PROJECTED SITE SALES</b>					
Total Wet Sales	722,887	13,902	867,464	16,682	84%
Total Food Sales	138,028	2,654	165,634	3,185	16%
Accommodation Sales	0	0	0	0	0%
<b>Total Site Sales</b>	<b>860,915</b>	<b>16,556</b>	<b>1,033,098</b>	<b>19,867</b>	<b>100%</b>

### OPERATOR ANNUAL PROFIT FORECAST

<b>OPERATOR INCOME</b>	£
Operator Income % applied to projected annual site sales	25.00%
<b>Operator Income (Excl VAT)</b>	<b>215,229</b>
<b>OPERATOR BONUS POTENTIAL</b>	
Operator Bonus %	20.00%
Forecasted Site Profit After Rent & Machines (Adjusted FMOP see below)	£77,518
<b>Operator Potential Bonus (Excl VAT)</b>	<b>£15,504</b>
<b>OPERATOR EXPENSES</b>	
Staff Wages (per Staff Wages Rota)	17.78% 153,094
Insurance (P/L & E/L)	1,287
Accountancy	1,100
Legal & Professional Fees	500
Mobile Telephone	420
Stationery & Postage	102
Other	0
Bank Charges	120
<b>Total Operator Expenses</b>	<b>156,623</b>
<b>Operator Forecast Profit Before Bonus</b>	<b>58,606</b>
<b>Operator Potential Bonus</b>	<b>15,504</b>
<b>Operator Forecast Total Profit</b>	<b>74,110</b>

### OPERATOR BREAK-EVEN ANALYSIS

<b>Annual Site Sales Required To Break Even (Excluding VAT)</b>	<b>= £626,490</b>
<b>Weekly Site Sales Required To Break Even (Excluding VAT)</b>	<b>= £12,048</b>
<b>Weekly Site Sales Required To Break Even (Including VAT)</b>	<b>= £14,457</b>

### FORECASTED SITE PROFIT AFTER RENT & MACHINES (Adjusted FMOP)

	Rent Model	Operator Forecast	Increase/ (Decrease)	GP % Per Rent Model	Impact on Projected Site Profit	Projected Site Profit FMOP
	£	£	£		£	£
<b>Forecasted Site Profit per Rent Model (FMOP)</b>						<b>84,072</b>
Projected Wet Sales	736,917	722,887	(14,030)	45.5%	(6,384)	
Projected Food Sales	148,417	138,028	(10,389)	60.4%	(6,275)	
Projected Accommodation Sales	0	0	0	100.0%	0	
Projected Total Site Sales	885,334	860,915	(24,419)			
Projected Total Site Wages at 25% of Sales	221,334	215,229	(6,105)		6,105	
<b>Net Impact on Projected Site Profit</b>						<b>(6,554)</b>
<b>Forecasted Site Profit per Rent Model (Adjusted FMOP)</b>						<b>77,518</b>



# APPENDIX 1

## EXAMPLE FINANCIAL PROJECTIONS



Please note these figures are for example purposes only and do not relate to your site.

STAFF WAGER ROTA																																														
Name		Hourly Rate	Start	Finish	Monday Start	Monday Finish	Mon	Start	Finish	Tuesday Start	Tuesday Finish	Tue	Start	Finish	Wednesday Start	Wednesday Finish	Wed	Start	Finish	Thursday Start	Thursday Finish	Thu	Start	Finish	Friday Start	Friday Finish	Fri	Start	Finish	Saturday Start	Saturday Finish	Sat	Start	Finish	Sunday Start	Sunday Finish	Sun	Total Hours	Cost	Cost	Cost					
Front of House																																														
Team 1		£7.20			12.00	20.00	8.00			12.00	20.00	8.00			12.00	20.00	8.00			12.00	20.00	8.00			12.00	20.00	8.00			12.00	20.00	8.00			12.00	20.00	8.00			40.00	£288	£306				
Team 2		£7.20					0.00					0.00					0.00					0.00					0.00					0.00					0.00			24.00	£173	£175				
Team 3		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			24.00	£101	£101					
Team 4		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			12.00	£86	£86					
Team 5		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			17.00	£122	£122					
Team 6		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			20.00	£230	£300					
Team 7		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			8.00	£58	£58					
Team 8		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			8.00	£58	£58					
Team 9		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Team 10		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Team 11		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Team 12		£10.00					0.00					0.00					0.00					0.00					0.00					0.00				0.00			15.00	£225	£234					
Door Staff		£15.00					0.00					0.00					0.00					0.00					0.00					0.00				0.00			15.00	£225	£234					
Manager		£20.00					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Assistant Manager		£20.00					0.00					0.00					0.00					0.00					0.00					0.00				0.00			20.00	£200	£200					
Kitchen																																														
Chef/Deputy		£300.00					0.00					0.00					0.00					0.00					0.00					0.00				0.00			20.00	£210	£210	1.00	1.00	£300	£320	
2nd Chef		£7.20	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00	0.00	24.00	£173	£175			
3rd Chef		£7.20					8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00			8.00	10.00	18.00	0.00	20.00	£144	£144			
W/F		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Other		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			12.00	£86	£86					
Other		£5.30					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Function Room																																														
Staff 1		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Staff 2		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Housekeeping																																														
Team 1		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Team 2		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Team 3		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Team 4		£7.20					0.00					0.00					0.00					0.00					0.00					0.00				0.00			0.00	0.00	£0	£0				
Cleaner		£7.20	8.00	10.00			2.00	8.00	10.00			2.00	8.00	10.00			2.00	8.00	10.00			2.00	8.00	10.00			2.00	8.00	10.00			2.00	8.00	10.00			2.00	8.00	10.00			14.00	£101	£101		
TOTAL HOURS							29.00					29.00					17.00					33.00					50.00					55.00							31.00	246.00						
TOTAL COST																																														

LABOUR MODELLING

STAFF COSTS

Weekly

Monthly

Annual

Wages

£2,595

£11,078

£132,036

Employee NIC

£179

£343

£4,112

Holiday Pay Accrual

£539

£1,337

£16,048

Total

£3,313

£12,758

£152,196

£167

Primary Threshold (weekly)\*

£3,305

Secondary Class 1 NIC

12.07%

Holiday Pay Accrual %

\* = Rates shown apply to 01/01/18 to 31/03/2017 & 01/04/2018

SALES SUMMARY

Inc VAT

Exc VAT

Total Weekly Sales

£19,867

£16,556

Weekly Wet Sales

£16,682

£13,802

Weekly Food Sales

£3,185

£2,854

Weekly Accommodation Sales

£0

£0

WAGES %

Total Wages %

17.78%

Inc Holiday Pay Accrual

Wet Wages %

14.84%

Inc Holiday Pay Accrual

Food Wages %

20.88%

Inc Holiday Pay Accrual

Accommodation Wages %

0.00%

Inc Holiday Pay Accrual

BPA Industry Average Wages (Jan 18)

Pub Type

Rural Character

Rural Character

Community

Community

Urban

Urban

Urban

Wet: Dry split

50:50

50:50

90:10

90:10

30:70

70:30

Weekly Sales (ex VAT)

£5K

£8K

£5K

£8K

£10K

£10K

Avg weekly wages\*

£944

£1,882

£713

£1,190

£2,888

£1,581

Avg weekly wage %

19.30%

22.50%

14.30%

16.00%

24.80%

19.30%

\* = Managers' salaries are not included. \*Weekly sales comprises Wet & Catering sales only.

# APPENDIX 1

## EXAMPLE FINANCIAL PROJECTIONS

**Please note these figures are for example purposes only and do not relate to your site.**

### SENSITIVITY ANALYSIS

#### 1. Impact of Sales on the Profitability of the Operator

The Business Plan expects the total annual site turnover (T/O) to be:- £860,915

*Below shows the effect on the profitability of the operator if the actual site turnover achieved differs by 5%:-*

	Site T/O 5% less than BP	Site T/O as per the BP	Site T/O 5% more than BP
Operator Profitability*	£47,845	£58,606	£69,368

\* = Operator Forecast Profit Before Bonus

*Below shows the effect on the profitability of the operator if the actual site turnover achieved differs by 10%:-*

	Site T/O 10% less than BP	Site T/O as per the BP	Site T/O 10% more than BP
Operator Profitability*	£37,083	£58,606	£80,129

\* = Operator Forecast Profit Before Bonus

#### 2. Impact of Wages on the Profitability of the Operator

The Business Plan expects the wages of the operator to be:- £153,094

*Below shows the effect on the profitability of the operator if the actual wages incurred differ by 5%:-*

	Wages 5% less than BP	Wages as per the BP	Wages 5% more than BP
Operator Profitability*	£66,261	£58,606	£50,952

\* = Operator Forecast Profit Before Bonus

*Below shows the effect on the profitability of the operator if the actual wages incurred differ by 10%:-*

	Wages 10% less than BP	Wages as per the BP	Wages 10% more than BP
Operator Profitability*	£73,916	£58,606	£43,297

\* = Operator Forecast Profit Before Bonus

# APPENDIX 2

## LICENSED TRADE ACCOUNTANTS



When contacting the Inside Track suppliers please ensure you let them know that the pub you are applying for is a Star Pubs & Bars outlet.

More information about the Inside Track programme can be at [starpubssupport.co.uk](http://starpubssupport.co.uk)



### Coverage: National Innscribe

Specialist Accountants to the Leisure Industry

**Tel:** 0845 890 2270

**Fax:** 01274 727272

**Email:** [admin@innscribeuk.com](mailto:admin@innscribeuk.com)

**Web:** [www.innscribeuk.com](http://www.innscribeuk.com)



### Coverage: National Roslyns

A new vision in accounting (it's not what we do it's the way that we do it!)

**Tel:** 0114 213 8330

**Fax:** 0114 249 3656

**Email:** [enquiries@roslyns.co.uk](mailto:enquiries@roslyns.co.uk)

**Web:** [www.roslyns.co.uk](http://www.roslyns.co.uk)



### Coverage: Northern England and Scotland

#### RS Hospitality Solutions

**Tel:** 01228 904904

**Email:** [mail@rshs.co.uk](mailto:mail@rshs.co.uk)

**Web:** [www.rshospitality.co.uk](http://www.rshospitality.co.uk)



### Coverage: North and Central Regions

#### David Jones Accountants Ltd

Professional Licensed Trade Accounting Services

**Tel:** 01937 581 356

**Fax:** 01937 587 991

**Email:** [info@drjaccountants.co.uk](mailto:info@drjaccountants.co.uk)

**Web:** [www.drjaccountants.co.uk](http://www.drjaccountants.co.uk)

# APPENDIX 2

## LICENSED TRADE ACCOUNTANTS



**Coverage:** England South East, South West, Midlands and Wales  
**CMS Pub Accountancy Services**  
**Tel:** 0121 730 2269  
**Email:** [enquiries@cmspubaccountancy.co.uk](mailto:enquiries@cmspubaccountancy.co.uk)  
**Web:** [www.cmspubaccountancy.co.uk](http://www.cmspubaccountancy.co.uk)

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**Coverage:** London and Home Counties  
**PLS Management Services**  
**Tel:** 0208 977 6255  
**Email:** [office@pls.uk.com](mailto:office@pls.uk.com)  
**Web:** [www.pls.uk.com](http://www.pls.uk.com)

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**Coverage:** South and South West  
**Melrose Pubcare**  
Consultants to the Licensed Trade  
**Tel:** 01454 419262  
**Fax:** 01454 850903  
**Email:** [melrose@pubcare.co.uk](mailto:melrose@pubcare.co.uk)  
**Web:** [www.pubcare.co.uk](http://www.pubcare.co.uk)

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# APPENDIX 3

## RENTAL VALUATION ADVISORS



### **Fleurets**

4 Roger Street  
London  
WC1N 2JX  
**Tel:** 0207 280 4700

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### **Christie & Co**

Whitefriars House  
6 Carmelite Street  
London  
EC4Y 0BS  
**Tel:** 0207 227 0700

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