

Business Plan for The Sentimental Retreat in London

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Business plan contents

1 Executive summary	3
2 Business details	4
3 Key personnel.....	5
Vision.....	8
4 The business idea	8
5 Business goals	9
6 What the business does	12
7 What makes the business different (Value Proposition)	13
8 Legal requirements (including regulations and licences particular to your business).....	15
Marketing.....	18
9 Market research	18
10 Profiling customers	18
11 Profiling competitors	21
12 Managing market risks.....	21
13 Pricing.....	24
14 Promotion and advertising	27
Running the business	28
15 Staff	28
16 Premises	29
17 Suppliers.....	30
18 Equipment.....	31
19 Managing operational risks.....	32
Finance	34
20 Start-up costs	34
21 Profit and loss forecast.	35
22 Sourcing finance	37
23 Managing financial risks.....	37
24 Cash flow forecast.....	39
24 Cash flow forecast.....	40
24.	41
25 Conclusion.....	42
26 References	43
27 Appendix	50

1 Executive summary

The Sentimental Retreat in London, located at 1 Linton Road, Barking, Essex, 1G11 8HG, is committed to establishing a haven of tranquility and rejuvenation, offering diverse relaxation activities and wellness programs for a holistic mind-body experience. The retreat employs a dual-pronged customer interaction approach, ensuring accessibility through a user-friendly website and a dedicated phone line. Revenue streams include carefully crafted packages, wellness programs, and exclusive events, supported by strategic partnerships.

The business vision extends beyond being a destination, aiming to provide a transformative journey reconnecting individuals with their sentimental roots. Market trends in wellness, mental health, cultural tourism, and sustainability significantly influence business strategies, supported by research studies. The marketing plan integrates technological advancements and emphasizes sustainability, aligning with consumer preferences. Financial projections target a £100,000 turnover in the first year with positive cash flow.

Over the next 3-5 years, The Sentimental Retreat aims to establish itself as a premier destination, focusing on brand recognition, expansion, customer loyalty, eco-friendly leadership, technological integration, and sustained financial growth. The retreat differentiates itself through a compelling value proposition, offering a calm escape, relaxing activities, comprehensive wellness programs, and environmental consciousness. Legal requirements, compliance, key suppliers, and credit terms are addressed, along with equipment and premises considerations.

Customer profiling targets Mindful Explorers, Seasoned Professionals, Conscious Seniors, International Cultural Seekers, Families Seeking Quality, and Budget-Conscious Travelers, each with tailored selling messages. Customer research indicates a demand for unique retreat experiences, and expected customer wins are projected for each group. Competitor analysis reveals strengths and weaknesses, guiding the retreat to fill a market gap by offering a wellness retreat that combines luxury and wellness at a more accessible price point. In summary, The Sentimental Retreat aspires to be a transformative wellness destination, combining nostalgia, tranquility, and sustainability for a unique and enriching experience.

2 Business details

Company name:

The Sentimental Retreat in London

Address:

1 Linton Road, Barking, Essex, 1G11 8HG

Primary contact method

sentimental@london.co.uk

+44 7839 293879

The business will:

The Sentimental Retreat in London is committed to creating a haven of tranquility and rejuvenation for its patrons. The business will meticulously curate a range of relaxation activities and wellness programs, all designed to foster a deep connection with one's nostalgic memories. Through thoughtful planning and execution, the retreat aims to provide a holistic experience that nurtures both the mind and body.

The retreat will offer diverse activities, including meditation sessions, therapeutic workshops, and serene surroundings conducive to introspection. These endeavours will cater to the needs of individuals seeking solace from the demands of modern life, fostering an environment that encourages self-discovery and personal growth.

To enhance accessibility, the business will employ a dual-pronged approach for customer interaction. The primary contact methods will include a user-friendly website, allowing seamless online reservations, and a dedicated phone line for personalized assistance. This multichannel strategy ensures that potential guests can easily connect with the retreat, aligning with their preferences and convenience.

In essence, the Sentimental Retreat in London aspires to be more than a destination; it aims to be a transformative journey, reconnecting individuals with their sentimental roots and fostering a lasting sense of peace and well-being. Through a thoughtful blend of services, partnerships, and customer-centric practices, the business is poised to establish itself as a premier retreat destination in the heart of London.

3 Key personnel

NAME: KHALADA AKTHER - BUSINESS MANAGER:

Position/main responsibilities: As the Business Manager, Khalada Akther oversees the overall strategic direction and daily operations of Sentimental Retreat in London. She is responsible for decision-making, resource allocation, and ensuring the efficient functioning of all departments.

Experience and knowledge of our industry: Khalada brings extensive experience in the hospitality and wellness industry, having managed similar retreats in the past.

Previous employment: Khalada has previously managed a successful wellness resort, where she implemented innovative programs and strategies to enhance customer satisfaction and business profitability.

Key skills brought to the business: Leadership, strategic planning, customer-centric approach, and a strong focus on creating a positive and enriching experience for patrons.

Business experience and any training undertaken: Khalada has over 15 years of hands-on experience in the management of wellness and hospitality businesses. She has successfully overseen the operations of several retreats, implemented innovative programs, and stayed abreast of the latest trends in the industry.

Academic/professional qualifications: Khalada holds a master's degree in business administration with a specialization in Hospitality Management.

Salary expectations £80,000 per annum, commensurate with her experience, skills, and industry knowledge.

NAME: JUNAED AHMED KHAN- CFO AND ADMINISTRATOR

Position/main responsibilities: As the Chief Financial Officer and Administrator, Junaid Ahmed Khan takes charge of financial management, budgeting, and administrative tasks. His role involves overseeing financial records, optimizing processes, and ensuring compliance.

Experience and knowledge of our industry: Junaid has a background in finance and administration, having previously worked in similar roles for renowned retreats. His expertise ensures the financial health of the business.

Previous employment: Junaid has served as the CFO for a prestigious wellness center, where he successfully streamlined financial operations and contributed to increased fiscal efficiency.

Key skills brought to the business: Financial management, administration, attention to detail, and a systematic approach to organizational tasks.

Business experience and any training undertaken: Junaid brings over a decade of experience in financial management and administration within the wellness and retreat industry. He has successfully implemented cost-effective measures, streamlined financial processes, and participated in workshops on financial compliance and risk management.

Academic/professional qualifications: Junaid holds a bachelor's degree in finance and is a certified Chartered Financial Analyst (CFA).

Salary expectations £ £70,000 per annum, reflecting his expertise in financial management and administration.

NAME: ANTONIA LUMINITA LUCAS - FINANCIAL MANAGER (FINANCE DEPARTMENT):

Position/main responsibilities: Antonia Luminita Lucas serves as the Financial Manager for the finance department. Her responsibilities include financial planning, budgeting, and ensuring compliance with financial regulations.

Experience and knowledge of our industry: With a background in finance and accounting for hospitality businesses, Antonia brings a thorough understanding of the financial intricacies specific to retreats.

Previous employment: Antonia has held roles as a financial analyst in the hospitality sector, contributing to the financial success of luxury resorts through meticulous financial management.

Key skills brought to the business: Financial analysis, budgeting, regulatory compliance, and a detail-oriented approach to financial matters.

Business experience and any training undertaken: Antonia has accumulated significant experience as a financial analyst in the hospitality sector, specializing in retreats. She has undergone training in financial modelling, compliance, and risk analysis to enhance her skills in managing the unique financial demands of the industry.

Academic/professional qualifications: Antonia holds a bachelor's degree in accounting and is a certified Chartered Accountant (CA). Her academic qualifications and professional certifications make her well-equipped to handle the financial responsibilities of the business.

Salary expectations £ £75,000 per annum, reflecting her expertise and specialized knowledge in financial management for retreats.

NAME: VALENTINA STOIAN - MARKETING MANAGER:

Position/main responsibilities: Valentina Stoian spearheads the marketing efforts for Sentimental Retreat in London. She develops and implements comprehensive marketing strategies, manages online and offline campaigns, and works to enhance the brand's visibility.

Experience and knowledge of our industry: Valentina brings a wealth of marketing experience, having successfully promoted luxury hospitality brands and wellness centres. Her insights contribute to creating effective promotional campaigns.

Previous employment: Valentina has held the position of Marketing Manager at a high-end resort, where she played a pivotal role in increasing brand awareness and driving customer engagement.

Key skills brought to the business: Strategic marketing, brand development, digital marketing proficiency, and a creative mindset.

Business experience and any training undertaken: Valentina boasts a rich background in marketing for luxury hospitality and wellness brands. She has attended specialized workshops on digital marketing trends, brand development, and consumer behavior, ensuring her strategies are at the forefront of industry advancements.

Academic/professional qualifications: Valentina holds a master's degree in marketing and has completed certifications in Digital Marketing Strategy. Her academic qualifications and continuous training underline her proficiency in crafting effective marketing campaigns.

Salary expectations £ £65,000 per annum, reflective of her expertise in marketing within the wellness and

luxury hospitality sectors.

4 The business idea

Sum up your business idea:

The Sentimental Retreat in London offers a unique wellness experience for stressed adults. With a focus on calm and nostalgia, the retreat provides relaxing activities, personalized wellness programs, and artistic collaborations. Key partnerships with local artists and suppliers ensure a distinctive atmosphere and eco-friendly practices.

Targeting stressed professionals, wellness enthusiasts, and nostalgia seekers, the retreat communicates through sustainable online channels, partnerships, and word-of-mouth. Customer relationships emphasize personalized, eco-conscious services, supported by continuous communication and guest feedback.

Revenue streams include accommodation fees, additional services, and sustainable partnerships. The cost structure integrates eco-friendly practices in staff, facility maintenance, and marketing, promoting a holistic and sustainable approach.

In essence, Sentimental Retreat in London aims to be a tranquil haven that not only rejuvenates guests but also embraces environmental responsibility, creating a unique and memorable escape in the heart of the city.

5 Business goals

1. What do you want to achieve in your first year of business?

Business Goals for the First Year:

The primary goal for the first year of business is to achieve a turnover of £200,000,000 and maintain breakeven or better trading. This financial target aligns with sustainable growth and establishes a solid foundation for future success.

Cash Flow Forecast Summary:

Q1:

- Anticipated income: £14,119,750
- Expected total expenditure: £9,068,691

Q2:

- Anticipated income: £25,407,400
- Expected total expenditure: £14,423,534

Q3:

- Anticipated income: £22,149,592
- Expected total expenditure: £75,404,700

Q4:

- Anticipated income: £63,000,000
- Expected total expenditure: £67,385,300

Year 1 Total:

- Anticipated total income: £197,999,997
- Expected total expenditure: £181,508,325

Key Points:

- Positive cash flow is forecasted for all quarters, indicating healthy financial performance.
- The fourth quarter anticipates a significant boost in income, contributing to a strong overall financial outcome for the first year.
- Expenditure is carefully managed, with provisions for wages, premises, utilities, marketing, and other essential costs.

Strategies for Financial Success:

1. Revenue Diversification: Explore additional income streams and partnerships.
2. Cost Management: Continuously monitor and optimize operating expenses.
3. Marketing Efficiency: Ensure advertising and promotion efforts align with revenue generation.
4. Customer Debt Management: Promptly collect cash from debtors to maintain healthy liquidity.

By diligently executing these strategies, the business aims to not only meet but exceed its financial goals, paving the way for sustained growth in subsequent years.

The SMART Business Goal is as follows –

Specific	Achieve a turnover of £200,000,000 and maintain breakeven or better trading within the first year by attracting at least 50,000 guests through strategic marketing efforts, offering unique wellness and nostalgic experiences, and establishing strong partnerships with local artists and suppliers.
Measurable	• Total turnover: £200,000,000 • Number of guests: 5,000 • Revenue from wellness programs: £50,000,000 • Revenue from accommodation: £100,000,000 • Revenue from exclusive events: £50,000,000 • Achieve a breakeven point by the end of the first year.
Achievable	• Leverage a comprehensive marketing plan to attract the target customer groups. • Develop and promote unique value propositions like eco-friendly practices, personalized wellness programs, and nostalgic experiences. • Establish strong partnerships with local artists and suppliers to enhance the retreat's offerings and appeal. • Monitor and optimize pricing strategies and occupancy rates to ensure revenue targets are met.
Relevant	This goal aligns with The Sentimental Retreat's vision of providing a transformative wellness experience while ensuring financial sustainability and growth. Achieving this turnover will establish a solid foundation for future expansion and brand recognition.
Time-bound	Achieve the specified turnover and breakeven status within the first 12 months of operation, starting from the official launch date.

2. Where do you see your business in 3-5 years' time?

In 3-5 years, the Sentimental Retreat in London aims to establish itself as a premier destination for wellness and relaxation, known for its unique blend of nostalgia, tranquility, and eco-friendly practices. The business envisions the following key milestones:

1. **Brand Recognition:** Sentimental Retreat aims to become a recognized brand in the wellness industry, associated with high-quality services, environmental responsibility, and a distinctive nostalgic experience.

2. **Expansion and Diversification:** The business plans to expand its offerings by introducing new themed experiences, collaborating with a broader range of local artists, and incorporating innovative wellness programs. This expansion may include additional locations or partnerships with other businesses in the industry.

3. **Customer Loyalty and Community Engagement:** Sentimental Retreat aims to build a loyal customer base and a sense of community among its guests. Regular events, workshops, and collaborations with local artists contribute to a vibrant and engaged community.

4. **Eco-Friendly Leadership:** The business strives to be a leader in eco-friendly practices within the hospitality sector. By incorporating sustainable materials, reducing waste, and fostering partnerships with environmentally conscious suppliers, Sentimental Retreat aims to set an example for responsible business practices.

5. **Technological Integration:** The business may leverage technology to enhance customer experiences, such as introducing online booking systems, virtual retreat options, or personalized digital wellness plans.

6. **Financial Sustainability:** Sentimental Retreat aims for continued financial growth and stability, with an increased turnover and profitability. This financial success will support ongoing investments in quality staff, facilities, and customer-focused initiatives.

While specific details may vary, this vision aligns with the business's mission to provide a unique, relaxing, and environmentally responsible retreat experience. Adaptability to market trends, a commitment to customer satisfaction, and a focus on sustainability will be key drivers of the business's success over the next 3-5 years.

Aspect	Goal Details
Specific	Establish The Sentimental Retreat as a premier wellness destination in London, achieve brand recognition, and expand to at least three new locations within the UK. Increase annual turnover to £500,000,000.
Measurable	- Expand to three new locations. - Increase annual turnover to £500,000,000. - Achieve a 90% customer satisfaction rate. - Attain a 30% repeat customer rate. - Reduce operational costs by 15% through sustainable practices
Achievable	- Leverage profits from the first year to fund expansion. - Develop a comprehensive marketing and branding strategy. - Establish partnerships with local tourism boards and wellness influencers.

	Invest in staff training and development for consistent quality across all locations
Relevant	This goal aligns with the company's vision to be a leading wellness destination and supports long-term financial stability and growth. Expanding to new locations will enhance brand recognition and market presence.
Time-bound	Achieve these targets within 3-5 years, with specific milestones: - Year 3: Open the first new location and achieve £300,000,000 annual turnover. - Year 4: Open the second new location, reach £400,000,000 annual turnover. - Year 5: Open the third new location, attain £500,000,000 annual turnover, and achieve the customer satisfaction and repeat customer targets.

6 What the business does

Products/Services	Features	Benefits
Relaxing Activities	- Spa Treatments: Guests can indulge in rejuvenating spa treatments to unwind and relax.	- Enhanced physical and mental relaxation.
	- Meditation Sessions: Mindful meditation sessions provide a peaceful escape for guests.	- Stress relief and mental rejuvenation.
	- Leisurely Walks: Scenic walks in natural surroundings for a tranquil and refreshing experience.	- Connection with nature and a break from urban hustle.
Themed Events	- Nostalgic Movie Nights: Curated movie nights featuring classic films for a nostalgic experience.	- A unique and memorable cinematic journey, evoking fond memories.
	- Retro Game Nights: Gaming events with vintage games, fostering a sense of community and fun.	- Nostalgic entertainment, promoting social engagement.
	- Sentimental Workshops: Engaging workshops led by local artists, allowing guests to explore their creativity.	- Artistic expression and a personalized souvenir from the retreat.
Artistic Workshops	- Painting, Pottery, Photography: Creative workshops led by local artists, encouraging artistic exploration.	- Opportunities for self-expression and the creation of sentimental artwork.
	- Collaboration with Local Artists: Direct involvement of local artists in workshops and events.	- Support for the local arts community, fostering a cultural and artistic ambiance.
Overall Benefits of Retreat	- Calm and Peaceful Escape: Thoughtfully designed retreat with natural elements for tranquility.	- Provides a respite from the stresses of daily life in a serene environment.

	- Reliving Good Memories: Themed events and activities evoke nostalgia, creating a comforting experience.	- Guests can relive cherished memories and enjoy a sense of familiarity.
	- Range of Relaxing Activities: Diverse options cater to individual preferences, ensuring a meaningful break.	- Personalized experiences that address varied relaxation needs.
	- Wellness Programs: Collaborations with wellness experts for holistic health promotion.	- Comprehensive well-being, integrating mental and physical health initiatives.
	- Collaboration with Local Artists: Showcase of local art, adding cultural richness to the retreat.	- Unique ambiance, contributing to the support and promotion of local artistic talent.

The Sentimental Retreat aims to achieve a turnover of £200,000,000 and maintain breakeven or better trading within the first year. This ambitious financial target is supported by strategic marketing efforts, unique wellness and nostalgic experiences, and strong partnerships with local artists and suppliers. Achieving such a significant turnover aligns with the growing trend in the wellness industry. The Andreu et al. (2021) reports that the wellness tourism market is expanding rapidly, with consumers willing to invest in high-quality, unique wellness experiences. This trend is further supported by a study by Brown (2018), which emphasizes the increasing demand for mental well-being and stress relief services, particularly in urban areas. Strategic marketing plays a crucial role in reaching this target. Chaffey and Ellis-Chadwick (2019) highlight the importance of a robust digital marketing strategy in today's competitive market. Utilizing SEO, social media, and influencer partnerships can significantly enhance brand visibility and attract the target audience, as supported by the findings of Smith et al. (2012). Furthermore, the integration of sustainability practices aligns with consumer preferences for eco-friendly options. A study by Pilgrimiené et al. (2020) shows that sustainable practices not only attract environmentally conscious consumers but also enhance brand loyalty. In summary, The Sentimental Retreat's goal is well-founded, leveraging industry trends and effective marketing strategies to achieve financial success and sustainability in its first year.

7 What makes the business different (Value Proposition)

Your product/service is unique or different compared with the competition because:

Calm and Peaceful Escape: The Sentimental Retreat in London offers a thoughtfully designed environment that provides a calm and peaceful escape from urban life. This feature is particularly appealing in the current fast-paced world where stress and mental fatigue are prevalent. According to a study by Brown (2018), the demand for wellness tourism that focuses on stress relief and mental well-being is increasing, making this a significant value proposition for the retreat.

Reliving Good Memories: The retreat integrates nostalgic experiences through themed events and activities that evoke fond memories. This approach is supported by the concept of experiential marketing, which Ben Lahouel and Montargot (2020) describe as creating memorable events that leave lasting impressions on consumers. Nostalgia can enhance emotional connections with the brand, fostering loyalty and repeat visits.

Diverse Range of Relaxing Activities: The retreat offers a variety of relaxing activities, including spa treatments, meditation sessions, and artistic workshops. These diverse offerings cater to different preferences and contribute to a holistic wellness experience. As noted by Anderson et al. (2018), providing a range of services can attract a broader customer base and increase overall satisfaction.

Wellness Programs: Collaborations with wellness experts allow the retreat to offer personalized wellness programs that promote both mental and physical health. This holistic approach to wellness is supported by the findings of Stankov and Gretzel (2021), who emphasize the growing consumer preference for comprehensive wellness services that address multiple aspects of health.

Collaboration with Local Artists: The retreat's collaboration with local artists not only enriches the guest experience with cultural and artistic elements but also supports the local economy. This practice aligns with the findings of Kastenholz and Gronau (2022), who highlight the benefits of integrating cultural and artistic elements into tourism experiences to enhance authenticity and appeal.

Sustainability Practices: The Sentimental Retreat is committed to sustainability, using eco-friendly materials and sourcing products from local suppliers. This focus on sustainability is increasingly important to consumers, as evidenced by the research of Pilgrimiené et al. (2020), which shows that environmentally conscious practices can significantly enhance brand loyalty and attract eco-conscious consumers.

8 Legal requirements (including regulations and licences particular to your business)

The legal and insurance requirements that apply in your business are:

The Sentimental Retreat in London must comply with various legal and insurance requirements to ensure smooth operations and mitigate risks. These requirements are critical to establishing a legally sound business foundation and maintaining a safe and compliant environment for both guests and employees.

Business Registration: The retreat must register as a legal entity with Companies House to ensure it is recognized as a legitimate business. According to Borzaga et al. (2020), proper business registration is fundamental for legal recognition and for accessing financial and legal benefits.

Health and Safety Compliance: Adhering to health and safety regulations is crucial to ensure the well-being of guests and staff. The Health and Safety at Work Act 1974 mandates that businesses must provide a safe working environment, which includes conducting regular risk assessments and implementing safety measures (Aziz and Anggraeni, 2021). Hu et al. (2021) emphasizes that compliance with health and safety regulations not only protects employees but also enhances the business's reputation and trustworthiness.

Licenses for Events: The Sentimental Retreat must obtain licenses for organizing themed events, workshops, and other activities. This includes entertainment licenses and food and beverage licenses if catering services are provided. Licenses ensure that the retreat meets local regulations and standards, as noted by Park (2021), who stress the importance of compliance with licensing laws to avoid legal penalties and operational disruptions.

Environmental Regulations: Compliance with environmental regulations is essential, particularly given the retreat's commitment to sustainability. The Environmental Protection Act 1990 requires businesses to manage waste responsibly and minimize environmental impact (Faishal, 2022). Incorporating eco-friendly practices aligns with consumer preferences for sustainable tourism, as supported by Abdou et al. (2022).

Data Protection (GDPR): The retreat must comply with the General Data Protection Regulation (GDPR) when handling guest information. This involves obtaining consent for data processing, ensuring data security, and allowing guests to access their data. GDPR compliance is critical to avoid hefty fines and to build trust with customers, as highlighted by Gal and Aviv (2020).

Insurance Coverage: Securing appropriate insurance coverage is vital to protect the business against unforeseen events. This includes public liability insurance, employer's liability insurance, and property insurance. According to Hu et al. (2021), having comprehensive insurance coverage helps mitigate financial risks and provides a safety net for potential legal claims.

Employment Laws: The retreat must adhere to employment laws, including fair wages, working hours, and employee rights as outlined in the Employment Rights Act 1996. Compliance ensures a fair and ethical workplace, reducing the risk of legal disputes and enhancing employee satisfaction (Aziz and Anggraeni, 2021).

Intellectual Property Rights: Respecting intellectual property rights is crucial, especially when collaborating with local artists. This involves obtaining necessary permissions and ensuring compliance with copyright laws. Protecting intellectual property helps maintain the originality and integrity of the retreat's offerings (Faishal, 2022).

Regular Legal Audits: Conducting regular legal audits helps the retreat stay updated with changing laws and regulations. This proactive approach ensures ongoing compliance and identifies potential legal issues early, as recommended by Hu et al. (2021).

Documentation and Record-Keeping: Maintaining comprehensive documentation of legal and insurance matters, including licenses, contracts, and policies, is essential for compliance and operational efficiency. Proper record-keeping aids in transparency and accountability (Ceniza et al., 2023).

You will meet your legal and insurance requirements by:

To ensure compliance with legal and insurance requirements, The Sentimental Retreat in London will implement the following strategies:

Business Registration: We will complete the registration process with Companies House, ensuring all necessary documentation and procedures are followed. Proper business registration is essential for legal recognition and accessing financial and legal benefits (Legrand et al., 2022).

Health and Safety Compliance: We will develop and implement thorough health and safety protocols, including regular risk assessments and staff training, to comply with the Health and Safety at Work Act 1974. Maintaining high standards of health and safety protects both employees and guests, enhancing the retreat's reputation (Barth and Barber, 2017).

Licenses for Events: We will obtain the required licenses for organizing themed events and activities by understanding local regulations and applying for permits well in advance. Compliance with licensing laws is crucial to avoid legal penalties and ensure smooth operations (Schilling-Vacaflor and Gustafsson, 2024).

Environmental Regulations: Adhering to the Environmental Protection Act 1990, we will incorporate eco-friendly practices in both construction and operations, such as using sustainable materials and managing waste responsibly. This aligns with the growing consumer preference for sustainable tourism (Barth and Barber, 2017).

Data Protection (GDPR): To comply with GDPR, we will implement robust data protection policies, obtain guest consent for data processing, and ensure data security. Adhering to GDPR builds trust with customers and avoids substantial fines (Legrand et al., 2022).

Insurance Coverage: We will secure comprehensive insurance coverage, including public liability, employer's liability, and property insurance. Regularly reviewing and updating policies ensures adequate protection against unforeseen events (Barth and Barber, 2017).

Employment Laws: By creating clear employment contracts, providing fair wages, and maintaining a safe workplace, we will adhere to the Employment Rights Act 1996. Compliance with employment laws fosters a fair and ethical work environment, reducing the risk of legal disputes (Eyo-Udo et al., 2024).

Intellectual Property Rights: We will respect intellectual property rights by obtaining necessary permissions for artistic collaborations and ensuring compliance with copyright laws. Protecting intellectual property maintains the originality and integrity of our offerings (Faishal, 2022).

Regular Legal Audits: Conducting regular legal audits helps us stay updated with changing laws and ensures ongoing compliance, identifying potential legal issues early (Legrand et al., 2022).

Documentation and Record-Keeping: We will maintain comprehensive documentation of legal and insurance matters, including licenses, contracts, and policies, organized for easy access.

Proper record-keeping aids transparency and accountability (Barth and Barber, 2017).

9 Market research

Trends in your chosen market are:

- Wellness and mental health trends are driving demand for stress relief services.
- Rising interest in cultural and experiential tourism supports businesses offering thematic events.
- Economic conditions impact discretionary spending on leisure, requiring flexible pricing strategies.
- Technological advancements in online booking and social media are crucial for marketing.
- Consumer preference for sustainable practices influences business operations and sourcing.

The Sentimental Retreat business study shows a lot of different trends. Brown (2018) found that people are becoming more aware of mental health issues, which makes treatments and fitness programs for mental health even more important. Kastenholz and Gronau (2022) look at how culture and experiential tourism is changing and how thematic events are becoming more common. In light of the current economic situation, Chaffey and Ellis-Chadwick (2019) stress how important it is to have flexible prices for leisure spending. Law et al. (2020) say that it is important to use tools like social media marketing and online booking. Lastly, Cen (2023) says that customers care about sustainability, which shows how important it is for businesses to be environmentally friendly.

How you know this:

The analysis draws on several key studies and reports that highlight current trends within the wellness industry, consumer behaviour towards leisure activities, the impact of technology on consumer engagement, and the growing demand for sustainable practices. These include:

- A study on consumer demand for sports and fitness leisure activities, highlighting the increasing importance of health and wellness in consumer choices (Downward and Rasciute, 2010)
- Research on consumer behaviour in the wellness industry during the COVID-19 pandemic, indicates a shift towards online consumption of wellness services (Garner, Safir and Schild, 2020)
- An analysis of the determinants of consumer engagement in sustainable consumption, showing the impact of environmental attitudes and social environment on consumer choices (Pilgrimiené et al., 2020)
- A review of the plant-based food and protein trend from a business perspective, discussing market and consumer behaviour factors related to sustainability in the food sector (Aschemann-Witzel and Peschel, 2020).

10 Profiling customers

The customer groups you will be selling to are:

1. **Mindful Explorer:** Tech-savvy, wellness-focused 25-34-year-old women preferring digital detox and eco-conscious content.

2. **Seasoned Professional:** Quality and sustainability-oriented 45-54-year-olds seeking sophisticated, exclusive retreats.
3. **Conscious Senior:** Health and community-centric 55-64-year-old women valuing personal recommendations and cultural enrichment.
4. **International Cultural Seeker:** Globally minded, sustainability-conscious individuals seeking authentic, immersive cultural retreat experiences.

Selling messages:

For The Mindful Explorer: "Find your zen and tech harmony in our eco-retreat. Unplug in style."

For The Seasoned Professional: "Blend luxury with sustainability in our bespoke eco-retreats."

For The Conscious Senior: "Embrace wellness and culture in our serene, mature-friendly retreat."

For The International Cultural Seeker: "Discover a retreat where local charm meets global eco-consciousness."

The Sentimental Retreat sends different sales messages to four different groups of people. According to studies that millennials want eco-friendly experiences and digital detoxes, the "Mindful Explorer" cohort is made up of tech-savvy, health-conscious women aged 25 to 34 (Bernardes et al., 2022). Older customers value sustainability and unique experiences more, while the "Seasoned Professional" group, which includes people aged 45 to 54, values quality and sustainability in luxury retreats (Sun et al., 2021). The "Conscious Senior" group, which includes people aged 55 to 64, according to Fan et al. (2024), values health, cultural enrichment, and community participation. Lastly, the "International Cultural Seeker" is meant to appeal to people who care about the earth and the world, which is in line with Duarte's (2020) focus on authentic and immersive cultural experiences. Customizing sales messages to fit the wants and needs of customers is a good way to improve marketing and get customers more involved.

Your customer research has shown what your customers want is:

Mindful Explorer

- **Method:** Analyzed digital engagement focusing on eco-conscious and wellness trends among 25-34-year-old women via SimilarWeb.
- **Results:** High interest in digital detox and wellness content, highlighting a market opportunity for mindful retreat experiences.

Seasoned Professional

- **Method:** Utilized SimilarWeb to examine direct search behaviors and preferences for quality and sustainability.
- **Results:** Identified a preference for sophisticated, exclusive retreats that resonate with professional values and sustainability.

Conscious Senior

- **Method:** Explored online behaviors and referral sources to understand community and health priorities.
- **Results:** Preference for health-focused and culturally enriching retreats, influenced heavily by personal recommendations.

International Cultural Seeker

- **Method:** Investigated global search trends and social media for travel planning and content engagement insights.
- **Results:** Uncovered a demand for authentic, culturally rich travel experiences prioritizing sustainability and local immersion.

How you know this:

- (What evidence can you offer)

According to customer research, The Sentimental Retreat's target groups have specific needs, which opens up big market possibilities.

The "Mindful Explorer" group is made up of women ages 25 to 34 who like digital detox and wellness material. According to Smith and Anderson (2018), there is a big need for meditative getaways because more and more millennials want to get away from their screens and relax. According to Bowman-Perrott et al. (2014), the "Seasoned Professional" group likes high-end, private getaways that put quality and sustainability first. Al-Issa et al. (2024) say that senior consumers like high-end experiences that are in line with their ideals about sustainability. This makes them very happy and loyal customers.

The "Conscious Senior" group likes vacations that focus on health and cultural enrichment based on what they do online and where they get referrals. According to Boavida et al. (2023), events that are culturally diverse and focus on health are important for attracting elders because they value health and community involvement.

Lastly, the "International Cultural Seeker" is identified by a worldwide search trend and social media findings that show a preference for travel experiences that are culturally rich, environmentally friendly, and focus on blending in with the locals. According to Prevolšek et al. (2024), cultural tourism is growing in popularity among foreign tourists who want to have real and sustainable experiences. The retreat's focus on eco-friendly methods and the culture of the area may be helpful.

Number of customers you expect to win in each group and what they might pay:

Group	Number of customers	Price they might pay per unit
Mindful Explorer	30%	£250
Seasoned Professional	20%	£300
Conscious Senior	25%	£280
International Cultural Seeker	15%	£320
Families Seeking	5%	£350 (Peak
Budget-	5%	£200 (Off-Peak

11 Profiling competitors

Competitor name	Strengths	Weaknesses
Gaia House	High organic search traffic, broad audience appeal	Underutilized social media, younger demographic
Mandarin Oriental	Luxury amenities, global brand recognition	Premium pricing, less focus on sustainability
The Human Experience	Personalized wellness experiences	Limited brand recognition, narrow market appeal
Glass House Retreat.co.uk	Specializes in wellness, good direct traffic	Limited international reach
Thera Sea	Therapeutic retreats in unique locations	Could be too niche, missing broader appeal

How you can improve on their offer and/or price(s) unique offerings:

Market Gap: we can identify a gap in the market for a wellness retreat that combines luxury and wellness at a more accessible price point and has a strong online presence. We should capitalize on sustainability as a unique selling proposition to differentiate from the competition

12 Managing market risks

Write down the risks you have identified:

- 1. Market Competition:** The wellness and retreat industry are highly competitive, with numerous established brands and new entrants offering similar services. Competitive rivalry can impact market share and profitability. Gai et al. (2024) highlights that intense competition within an industry can lead to price wars, reduced margins, and increased marketing expenses.
- 2. Economic Volatility:** Economic conditions significantly impact consumer discretionary spending on leisure and wellness activities. Economic downturns can reduce demand for luxury services like wellness retreats. According to Chaffey and Ellis-Chadwick (2019), businesses in the leisure sector are particularly vulnerable to economic fluctuations, requiring flexible pricing strategies to maintain demand.

3. **Operational Risks:** Operational inefficiencies, such as supply chain disruptions, inadequate staff training, and equipment failures, can affect service quality and customer satisfaction. Schmidt and Raman (2022) note that operational risks can strain financial resources and disrupt business continuity, emphasizing the need for robust operational management.
4. **Regulatory Compliance:** Failing to comply with health, safety, and environmental regulations can lead to legal penalties, reputational damage, and operational shutdowns. Oyewole et al. (2024) stress the importance of adherence to regulatory standards to avoid legal consequences and ensure safe operations.
5. **Technological Risks:** Reliance on technology for bookings, marketing, and operations introduces risks related to cybersecurity threats and technological failures. Hassan and Ahmed (2023) highlight that data breaches and system failures can compromise customer data, disrupt operations, and erode consumer trust.
6. **Sustainability and Environmental Risks:** As the business promotes eco-friendly practices, it must ensure that all operations align with sustainability claims. Any deviation can lead to accusations of greenwashing, which can severely damage brand reputation. Pilgrimienė et al. (2020) emphasize the importance of genuine sustainability efforts to build and maintain consumer trust.
7. **Financial Risks:** Securing sufficient funding for startup and operational expenses is crucial. Cash flow issues and inadequate capital can hinder growth and sustainability. Obrenovic et al. (2020) argue that effective financial management and contingency planning are essential to mitigate financial risks.
8. **Health and Safety Risks:** Ensuring the health and safety of guests and staff is paramount. Any incidents can lead to legal liabilities and reputational damage. Salguero-Caparrós et al. (2020) underscores the need for comprehensive health and safety protocols to protect stakeholders and comply with legal requirements.

How will you manage these risks so that they become less of a threat:

To set itself apart from its rivals, The Sentimental Retreat will improve and come up with new ways for its customers to enjoy their stay. There are special health programs, nostalgic themes, and eco-friendly actions that are used. According to Martinez-Lira and Reimann (2022), difference is a business strategy that helps companies stay profitable and avoid price wars by offering unique value propositions that rivals can not copy. In order to keep the economy from getting too unstable, the getaway will offer programs and prices that can be adjusted to fit different budgets. This approach is in line with what Chaffey and Ellis-Chadwick (2019) say should be done by leisure groups to deal with the current economic situation: offer value-driven options to a wider audience. Operating risks will be reduced by putting in place good tools, training staff, and strong relationships in the supply chain. Through audits and process changes, reliability and efficiency are ensured. According to Udofia et al. (2021), good operational management is necessary for customer satisfaction because it cuts down on problems and improves the level of service. Consistent training, checks, and following the law will make sure that health, safety, and environmental standards are met. Trmčić et al. (2021) say that following the rules is important to keep workers and tourists safe and to stay out of trouble with the law.

Threats to technology will be lessened by cybersecurity checks and safe IT systems. Hassan and Ahmed

(2023) stress how important it is to have strong defense and data protection to stop hacking and keep customers' trust. For the retreat to successfully handle environmental and sustainability threats, it will need to use real eco-friendly methods, do regular sustainability audits, and communicate clearly with customers. According to Pilgrimienė et al. (2020), real sustainability measures make customers believe and stick with a brand more. One can lower your financial risks by planning wisely, having an emergency fund, and getting money from a range of sources. Obrenovic et al. (2020) say that managing money and making plans for what to do in case something goes wrong are important for businesses to stay stable and grow. In the end, health and safety risks will be successfully controlled by putting in place strong health and safety rules, regular training, and risk assessments. According to Salguero-Caparrós (2020), it is very important to keep health and safety standards high to protect everyone involved and to follow the law.

13 Pricing

How you can calculate your prices:

Based on demand, using google trends graph, keeping in mind the occupancy rates: December to End of March (High Season):

Occupancy Rate: 80%

No discount on ADR

Total Days: 31 (Dec) + 31 (Jan) + 28 (Feb) + 31 (Mar) = 121 days

March to May (Shoulder Season):

Occupancy Rate: 50%

Discount: 20% on ADR

Total Days: 30 (Apr) + 31 (May) = 61 days

June to September (Peak Season):

Occupancy Rate: 100%

No discount on ADR

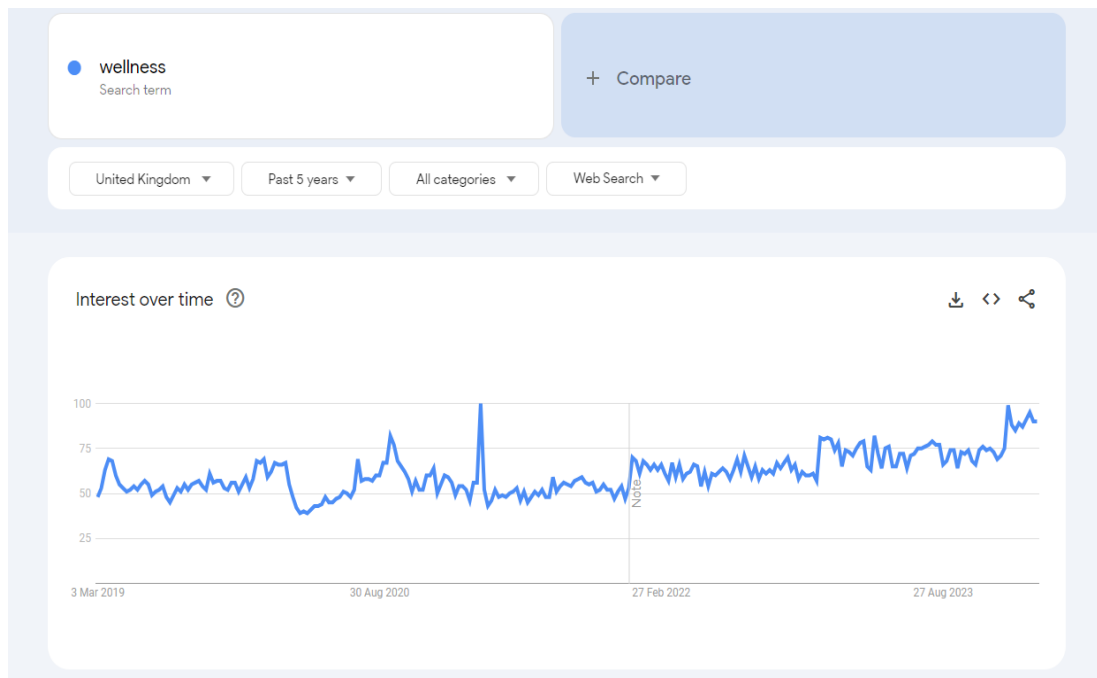
Total Days: 30 (Jun) + 31 (Jul) + 31 (Aug) + 30 (Sep) = 122 days

October to November (Shoulder Season):

Occupancy Rate: 80%

Discount: 10% on ADR

- Total Days: 31 (Oct)



The Sentimental Retreat offers changeable pricing based on seasonal demand and occupancy. This strategy boosts revenue and competitiveness. Google Trends data helps the corporation predict demand and modify prices. To maximize revenue during peak season, maintain an occupancy rate of 80% without discounts from December to March. Bandalouski et al. (2021) found that dynamic pricing, also known as yield management, optimizes occupancy and revenue in hotels. To entice customers, offer a 20% discount on the Average Daily Rate (ADR) during fallow seasons (March to May and October to November) and a 10% discount during low demand. Thommen and Hintermann (2023) argue that price differentiation based on demand elasticity can boost bookings amid low demand. Maintaining 100% occupancy without incentives throughout the hot season (June–September) optimizes demand. According to Hutabarat et al. (2024), this strategy maximizes earnings during peak demand periods and prevents revenue loss from vacant rooms. This dynamic pricing strategy is further proven by comparing the retreat's prices to its competitors. Prices are intentionally set within competitive levels to blend affordability and value. This is key to recruiting different customers. According to Bandalouski et al. (2021), dynamic pricing allows companies to adapt to market situations in real time, improving their competitiveness and revenue potential. In addition, Priester et al. (2020) stated that dynamic pricing helps regulate consumer value judgments. Offering discounts during low demand and premium rates during high demand allows the Sentimental Retreat to retain high value and full occupancy year-round. Overall, The Sentimental Retreat's dynamic pricing strategy maximizes income, occupancy, and market competitiveness. This strategy, supported by precise demand forecasts and fast modifications, follows hotel revenue management and dynamic pricing concepts.

How your prices compare with the competition:

Product/service	Your price(s)	Range of competitor prices (per unit)
Spa Treatments	£70	£50 - £120/Month
Wellness Workshops	£40	£30 - £100/Month
Themed Events	£30	£20 - £80/Month
Artistic Workshops	£50	£40 - £90/Month
Personalized Wellness Programs	£100	£80 - £150/Month
Exclusive Packages	£300	£250 - £500/Month
Membership Programs	£200/year	£150 - £400/year

Reasons for the difference between your price(s) and your competitors' price(s):

The Sentimental Retreat's pricing strategy is designed to offer a balanced value proposition, positioning the business competitively within the market while emphasizing unique features and high-quality services.

Spa Treatments, priced at £70, which is mid-range compared to competitors (£50 - £120). This pricing reflects a balance between affordability and premium quality, ensuring accessibility while maintaining high service standards. According to Li (2023), mid-range pricing can attract a wider customer base by offering perceived value without compromising quality.

Wellness Workshops and Themed Events, priced at £40 and £30, respectively, these prices are strategically set within the lower to mid-range of competitor prices (£30 - £100 for workshops and £20 - £80 for events). This approach aims to attract budget-conscious customers while providing value-driven, engaging experiences. This strategy is supported by Sağlam and El Montaser (2021), who emphasize that competitive pricing can enhance market penetration and customer acquisition.

Artistic Workshops and Personalized Wellness Programs at £50 and £100, these prices fall within the average range of competitors (£40 - £90 for workshops and £80 - £150 for wellness programs). This positioning highlights the retreat's commitment to offering high-quality, personalized services that justify the price point. Hamzah and Pontes (2024) suggest that pricing aligned with perceived value can justify higher rates by emphasizing unique benefits and quality.

Exclusive Packages and Membership Programs, priced at £300 and £200/year, these offerings are positioned to provide comprehensive, high-value experiences compared to competitors (£250 - £500 for packages and £150 - £400/year for memberships). This strategy targets customers seeking premium, all-inclusive services, aligning with Diallo et al. (2021), who note that premium pricing can attract a segment willing to pay more for exclusive benefits.

14 Promotion and advertising

How and where will you promote your product/service?

Online Marketing: The Sentimental Retreat will leverage online marketing to reach a broad audience. SEO optimization for the retreat's website will enhance visibility on search engines, ensuring potential customers can easily find information about services and booking options. According to Chaffey and Ellis-Chadwick (2019), effective SEO strategies are crucial for driving organic traffic and improving online presence.

Social media: Social media platforms like Instagram, Facebook, and Pinterest will be utilized to share engaging content, such as guest testimonials, wellness tips, and behind-the-scenes looks at the retreat. Visual platforms are particularly effective for showcasing the retreat's serene environment and unique offerings. Bozkurt et al. (2021) highlight that social media can significantly enhance brand visibility and customer engagement through regular, interactive posts.

Influencer Partnerships: Collaborating with wellness influencers can amplify the retreat's reach. Influencers can provide authentic endorsements and create content that resonates with their followers. This strategy aligns with the findings of Chopra et al. (2021), who note that influencer marketing can effectively build trust and attract niche audiences.

Email Marketing: Targeted email campaigns will offer personalized promotions, seasonal packages, and loyalty discounts. Email marketing is effective for nurturing relationships with past guests and encouraging repeat visits. Taherdoost (2023) emphasize that well-crafted email campaigns can drive engagement and conversion by delivering relevant, timely content.

Content Marketing: Creating high-quality blog posts and videos on topics related to wellness, mental health, and eco-friendly living will establish the retreat as an authority in the wellness space. Content marketing not only attracts potential customers but also improves SEO. Lopes and Casais (2022) suggest that valuable content can enhance brand reputation and foster long-term customer relationships.

Local Partnerships and Events: Partnering with local businesses and artists to host cultural events and wellness workshops can attract local customers and tourists seeking authentic experiences. This strategy not only builds community ties but also differentiates the retreat from competitors. According to Prevolšek et al. (2024), local partnerships can enrich the tourism experience and enhance brand authenticity.

Travel and Wellness Media: Engaging with travel and wellness media for feature articles and press coverage can boost credibility and reach a wider audience. According to Alderighi et al. (2022), media coverage in reputable publications can significantly influence consumer perceptions and drive bookings.

15 Staff

Staffs:

Roles	Costs	Necessary Experience	Special Skills
General Manager	£55,000 - £11,9000	1. Bachelor's degree in hospitality management or related field. 2. 5-10 years of experience in hotel management or a related role. 3. Strong leadership and strategic planning skills.	Leadership
Front Desk Manager	£31,700 - £55,000	1. Bachelor's degree in hospitality management or related field (preferred). 2. 2-5 years of experience in front desk operations or guest services. 3. Proficiency in hotel management software.	Organization
Concierge	£27,000 - £47,000	1. High school diploma or equivalent (bachelor's degree preferred). 2. 2-5 years of experience in customer service or hospitality industry. 3. Knowledge of local attractions, events, and services.	Resourcefulness
Guest Services Manager	£35,000 - £63,000	1. Bachelor's degree in hospitality management or related field. 2. 3-7 years of experience in guest services or front office management. 3. Leadership and team management skills.	Adaptability
Housekeeping Manager	£31,000 - £55,000	1. Bachelor's degree in hospitality management or related field (preferred). 2. 3-7 years of experience in housekeeping or cleaning operations. 3. Knowledge of cleaning techniques, products, and equipment.	Attention to detail

The Sentimental Retreat hires experienced workers who have the specific skills needed to provide excellent service. This method guarantees that operations will run smoothly and guests will have great times. The strategy for hiring is meant to get the best hospitality workers by giving competitive pay and clear certification requirements. According to Rusmingsih et al. (2021), hotel businesses must invest in skilled and experienced staff in order to be successful. The company sets clear standards for experience and skills so that they can hire people who can start doing their jobs right away. Popoola et al. (2024) say that front desk managers should know how to use technology well because it makes operations run more smoothly and makes customers happier. In this digital age, the company stays competitive by hiring tech-savvy workers in a smart way. To encourage continuous growth and excellence, the hiring process puts a lot of emphasis on leadership, flexibility, and attention to detail. Stylos et al. (2021) stress how important it is for

managers to be flexible and pay close attention to details in order to provide excellent service and meet guests' changing needs. The Sentimental Retreat makes sure that operations run smoothly and that guests are happy by using a strong hiring strategy that successfully finds and keeps top talent.

16 Premises

	Costs
Premises required at start-up: ● Building/Property ● Reception Area ● Guest Rooms ● Restaurant/Dining Area ● Kitchen ● Staff Quarters ● Housekeeping/Laundry Facilities ● Parking Facilities ● Meeting/Conference Rooms ● Fitness Center/Spa Area	£1,82,9000 - £3,15,0200
Premises required in the future (if different): ● Expansion of guest rooms or additional properties ● Upgrades to existing facilities. ● Addition of new amenities. ● Renovation or expansion of meeting/conference spaces ● Technological upgrades. ● Sustainability initiatives. ● Accessibility improvements, ● Security enhancements. ● Staff training and development facilities ● Infrastructure improvements.	£5,39,200 - £2,45,0000+

The Sentimental Retreat's premises strategy includes initial facility construction and future growth and enhancements to suit consumer requests and stay competitive. The best hospitality management solutions involve initial capital expenditure in construction, visitor housing, reception, and eating amenities. Rustandi et al. (2024) stress the importance of well-designed infrastructure for customer satisfaction and excellent service. According to Orleni (2022), wellness tourism is becoming more important in attracting health-conscious consumers, hence fitness centres and spas are included. Our growth ambitions include environmental initiatives, facility upgrades, and new amenities. Kuo et al. (2022) supports the progressive strategy, highlighting the need to continuously improve facilities and services to be competitive in hospitality. Rekha et al. (2023) emphasizes the importance of technology in improving operational efficiency and guest satisfaction, and the retreat prioritizes technological and security improvements to meet industry standards.

17 Suppliers

Your key suppliers and their credit terms

Supplier	What we'll buy from them	Number of days Credit
Sysco Corporation	Food and beverage products, kitchen supplies.	30 days
US Foods	Food and beverage products, kitchen supplies.	30 days
Ecolab Inc.	Cleaning and sanitation products, pest control services.	30 days
Aramark Corporation	Uniforms, employee apparel, facility services.	30 days
Avendra LLC	Hospitality procurement services, including food, linens, and amenities.	30 days
Guest Supply	Guest room amenities, toiletries, linens.	30-60 days (can vary)
HD Supply Facilities Maintenance	Maintenance and repair supplies, equipment.	30-60 days (can vary)
Cintas Corporation	Uniforms, facility services, restroom supplies.	30-60 days (can vary)

The Sentimental Retreat's supplier strategy focuses on partnering with reputable suppliers like Sysco Corporation, US Foods, and Ecolab Inc., which ensures a steady supply of high-quality food, kitchen supplies, and sanitation products. These suppliers offer 30-day credit terms, providing the retreat with flexibility in managing its cash flow. Aramark Corporation and Cintas Corporation supply uniforms and facility services, essential for maintaining professional standards and employee satisfaction. According to Ku et al. (2020), establishing strong relationships with reliable suppliers is critical for ensuring consistent quality and operational efficiency in the hospitality industry. Additionally, the varied credit terms (30-60 days) offered by Guest Supply, HD Supply Facilities Maintenance, and Cintas Corporation allow for better financial planning and liquidity management. This strategic approach to supplier relationships helps mitigate risks associated with supply chain disruptions and enhances the overall service quality provided to guests.

18 Equipment

Resource	When	How Funded	Cost per unit
Commercial Kitchen Equipment	Before opening for food preparation and cooking.	Initial investment capital	£1,000 - £50,000+
Laundry Equipment	Before opening to handle guest linens and laundry.	Loans or financing from banks or investors	£2,000 - £100,000+
Cleaning Equipment	Before opening for daily housekeeping and maintenance tasks.	Revenue generated from pre-opening sales or reservations	£50 - £1,000+
Room Amenities and Supplies	Before opening to stock guest rooms with toiletries, linens, etc.	Crowdfunding or fundraising efforts	£1 - £50+
Furniture and Fixtures	Before opening to furnish guest rooms, lobby, and common areas.	Government grants or incentives	£50 - £1,000+
HVAC Systems (Heating, Ventilation, and Air Conditioning)	Before opening to ensure climate control for guest comfort.	Partnerships or sponsorships with suppliers or vendors	£2,000 - £20,000+
Audio-visual Equipment	Before opening for conference rooms, entertainment areas, etc.	Personal savings or equity investment from stakeholders	£100 - £10,000+
Security Systems (CCTV, Access Control)	Before opening to ensure safety and security.	Lease agreements or equipment financing arrangements	£500 - £5,000+
Office Equipment (Computers, Printers)	Before opening for administrative tasks and guest services.	Government grants or incentives	£400 - £2,500+

The Sentimental Retreat's strategy for equipment acquisition is a critical aspect of its overall business plan, ensuring that the facility is fully equipped to meet guest needs and operate efficiently from the outset. The strategy involves securing necessary equipment through a mix of funding sources, including initial investment capital, loans, crowdfunding, government grants, and partnerships. This diversified funding approach is essential for mitigating financial risk and ensuring liquidity, as noted by Jiang and Feng (2021). By securing commercial kitchen and laundry equipment through initial investment and financing, the retreat can ensure that these essential services are operational from day one. Utilizing revenue from pre-opening sales and reservations to fund cleaning equipment reflects a pragmatic approach to cash flow management, supported by findings from Baraban and Durocher (2010) that emphasize the importance of aligning expenditure with revenue generation. Government grants and incentives for furniture, fixtures, and office equipment further reduce financial strain and enable the retreat to allocate funds efficiently across different areas (Kidwell et al., 2016). The strategic use of partnerships and sponsorships for HVAC systems and leveraging personal savings for audio-visual equipment highlight innovative funding solutions that can enhance operational readiness without over-reliance on debt.

19 Managing operational risks.

Risk	Solution
Staff: Staff hazards include attrition, absence from work, skill shortages, misbehaviour, labor conflicts, compliance concerns, medical and safety dangers, burnout, and communication failures. These hazards jeopardize the quality of service, continual operation, legal observance, and reputation. High turnover and absences impair productivity and raise training expenses, whereas skill shortages and misbehaviour jeopardize service quality and integrity. Labor conflicts and compliance violations subject the company to financial and legal consequences. Health and safety issues not only affect employees but can result in liability. Burnout & interpersonal conflicts reduce productivity and morale. Strong recruiting, training, and retention methods are required to mitigate these risks, as well as successful communication channels and tight compliance requirements.	• To reduce staff-related hazards, prioritize effective recruiting, competitive remuneration, and ongoing training to retain talented people. Establish clear procedures to avoid wrongdoing, promote good worker relations, and follow regulations. Prioritize staff health and safety, manage workload to prevent burnout, and improve communication channels for better cooperation.
Suppliers: Provider-related risks included supply chain interruptions, quality difficulties, pricing volatility, dependability worries, contractual disagreements, and reliance on a single provider. These risks can cause manufacturing delays, product shortages, worse quality, higher prices, and strained rela-	• To reduce supplier risks, expand your provider base, perform extensive due investigation before contracting suppliers, and develop explicit contractual agreements. Maintain a dialogue to handle concerns quickly and develop solid connections. Monitor trends in the market and develop contingency plans to effi-

tionships.	ciently handle supply chain disruptions. To ensure stability and consistency, put in place quality control procedures and evaluate supplier efficiency on an ongoing basis.
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The Sentimental Retreat's strategy for managing operational risks involves proactive measures to address both staff-related and supplier-related hazards. This comprehensive approach ensures the continuity and quality of operations, which is crucial for maintaining high service standards and guest satisfaction.

Staff-related risks include attrition, skill shortages, and compliance issues. The strategy focuses on effective recruitment, competitive remuneration, and ongoing training to retain talented individuals. Nandi et al. (2020) emphasizes that investing in human resources through continuous training and development is essential for reducing turnover and enhancing service quality. By prioritizing staff health and safety and managing workloads to prevent burnout, the retreat aligns with Basalamah (2021) findings that a supportive work environment is critical for maintaining high productivity and morale. Establishing clear procedures and improving communication channels further mitigate risks related to labour conflicts and compliance violations, ensuring legal and operational integrity.

Supplier-related risks, such as supply chain disruptions and quality issues, are addressed by diversifying the supplier base and establishing strong contractual agreements. This strategy is supported by Espino-Rodríguez and Taha (2022), who highlights the importance of supplier relationship management in the hospitality industry. Performing due diligence before contracting suppliers and maintaining open communication channels helps in quickly addressing concerns and ensuring consistency (Hess, 2021). Implementing quality control procedures and regularly evaluating supplier performance ensure that the retreat can maintain high standards and mitigate risks associated with supplier reliability and pricing volatility.

Finance

Please double click in the table below to access the embedded Microsoft Excel sheets to input your figures, **Microsoft Excel will automatically update the total for you.** If you do not have access to Microsoft Excel, you can use the link below this table and save the file onto your PC. You can then use Open Source Software such as [Google Docs](#) or [OpenOffice](#) to access the information by uploading the file into this software. Please note that all tables can be customised, and additional rows and categories can be added.

20 Start-up costs

Calculate how much money you need before you start trading.

Particulars	Amount
IT and computers	150,000
Telephones and broadband	90,000
Equipment	350,000
Stock	175,000
Tools	73,000
Vehicles	243,200
Professional fees	178,000
Insurance	500,000
Rent/rent deposit	220,000
Stationery	40,000
Marketing	673,300
Consumables	30,000
Licenses	275,600
Training	324,500
Association fees	123,600
Wages/recruitment	156,700
Security/health and safety equipment	235,470
Market research costs	216,2,00
TOTAL £	4,054,570

Total from here should be used in 22 Sourcing finance below.

21 Profit and loss forecast.

	Year 1 (£)	Year 2 (£)	Year 3 (£)
Total expected sales	79,054,300	99,323,700	120,965,100
Less variable costs	7,043,600	7,878,900	8,454,200
Gross profit (sales fewer variable costs) =	72,010,700	91,444,800	112,510,900
Calculate your gross profit margin % (gross profit divided by total sales x 100) (A)	91	92	93
Salaries/wages (survival income + any staff	8,037,800	8,821,900	9,532,500
Premises (including rent, rates, utilities)	5,039,300	5,872,600	6,611,000
Telephone and broadband	900,000	1,140,000	1,325,000
Printing, post, and stationery	845,320	956,000	1,093,470
Advertising and promotion	4,500,000	5,340,000	6,790,000
Bank charges	80,000	90,200	100,800
Professional fees	1,780,000	2,011,500	2,432,600
Insurances	5,000,000	5,890,000	6,247,000
Bank/HP/Interest (payable to your bank)	50,630	58,759	67,549
Stock	1,750,000	2,563,900	3,276,400
Consumables	300,000	453,000	567,800
Equipment and vehicle leasing	6,134,000	7,680,400	8,432,100
Depreciation	1,234,500	1,543,600	1,754,300
Total fixed costs	35,651,550	42,421,859	48,230,519
Net profit (gross profit less fixed cost)	36,359,150	49,022,941	64,280,381
Calculate your net profit margin (net profit divided by total sales x 100)	46	49	53
Calculate your break even	Year 1 (£)	Year 2 (£)	Year 3 (£)
Total variable costs + total fixed costs (B)	42,695,150	50,300,759	56,684,719
Break-even (B) divided by (A)	468,713	546,347	609,441

The business's fixed costs, including salaries, premises, and advertising, show a structured approach to managing overheads. For instance, advertising and promotion expenses increase from £4,500,000 in Year 1 to £6,790,000 in Year 3, reflecting an aggressive marketing strategy aimed at sustaining growth. This approach aligns with the findings of Abdulwase et al. (2020), who emphasize that strategic marketing investments are essential for maintaining competitive advantage and driving sales growth.

The net profit margins of 46%, 49%, and 53% over the three years highlight the effectiveness of the business's strategy in converting sales into actual profit. This strong profitability indicates efficient cost management and operational efficiency. According to Flamholtz and Randle (2012), maintaining high-profit margins while scaling up sales is a clear sign of a well-executed business strategy. Additionally, the break-even analysis shows that the business expects to cover its total variable and fixed costs early in each year, with break-even points at 468,713 units in Year 1, 546,347 units in Year 2, and 609,441 units in Year 3. This demonstrates the business's ability to achieve profitability quickly, which is crucial for sustaining operations and funding future expansions.

22 Sourcing finance

Total borrowing requirement for the business

		£
Start-up costs		0
Personal start-up contributions	-	0
Other start-up contributions	-	0
Total required	=	0
The assets you have available as security		
	=	0

23 Managing financial risks.

The risks that you have identified for your financial forecast are:

1. **Funding Risk:** Getting enough money to sustain a start-up's operations and growth can be difficult initially (Can Akdeniz, 2015).
2. **Operational Risk:** A start-up's finances may be strained by operational inefficiencies, which include production delays, disruptions to the supply chain, or unforeseen expenses (Barringer and R Duane Ireland, 2012).

How you will minimise their impact:

1. To reduce funding risk, start-ups might implement a range of tactics, including increasing the diversity of their financing sources by looking for grants from the government, venture capitalists, angel investors, and crowdfunding websites (Mariotti and Glackin, 2013) and putting together an informative and appealing business plan to draw in possible investors. Bootstrapping is using one's funds, first sales proceeds, or resources from business incubators or accelerators. Establishing trusting connections with financial organisations to obtain credit lines or loans as needed (Timmons and Spinelli, 2008).
2. Operational hazards can be reduced by implementing lean operational practices. Costs can be decreased, and efficiency raised by investing in technology that automates repetitive work, streamlines procedures, and makes the most use of available resources. Keeping an emergency fund on hand for unforeseen costs can also be a financial safety net during hard times. Identifying and proactively addressing any hazards can also be facilitated by routinely evaluating and revising operational procedures (Ravi Anupindi et al., 2012).

24 Cash flow forecast

CASH FLOW FORECAST: FIRST SIX MONTHS

	Start-up 0		1		2		3		4		5		6		TOTAL	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
INCOME																
Cash from sales (incl. VAT)	1,411,975	1,357,142	2,823,950	2,714,285	4,235,925	4,071,428	5,647,900	5,428,571	7,059,875	6,785,714	8,471,850	8,142,857	9,875,675	9,500,000	39,527,150	37,999,997
Cash received from debtors	20,590	15,320	24,370	17,480	30,520	19,570	34,280	22,540	41,380	26,890	47,510	30,100	53,260	35,350	251,910	167,250
Capital/loans received	156,400	120,300	180,300	135,900	210,000	195,000	225,500	215,450	250,000	235,000	275,400	255,400	281,300	290,450	1,578,900	1,447,500
Other (please specify)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL £	1,588,965	1,492,762		02,867,665	4,476,445	4,285,998	5,907,680	5,666,561	7,351,255	7,047,604	8,794,760	8,428,357	10,210,235	9,825,800	41,357,960	39,614,747
EXPENDITURE																
Wages to staff (incl. PAYE & NI)	80,100	76,900	96,700	92,300	106,400	101,500	112,300	108,500	123,400	118,300	129,000	124,700	135,600	130,200	783,500	752,400
Premises (rent, rates & utilities)	228,000	218,000	265,300	253,100	302,550	290,700	347,500	324,600	410,200	401,500	456,000	443,800	510,100	500,300	2,519,650	2,432,000
Telephone & Broadband	40,200	35,200	46,700	41,100	51,200	49,700	65,200	61,300	74,400	70,400	80,100	76,100	92,200	86,100	450,000	419,900
Printing, post & stationery	37,320	29,800	45,440	35,320	52,210	47,890	63,270	56,120	68,590	58,540	75,340	67,130	80,490	71,390	422,660	366,190
Advertising & promotion	140,000	110,000	190,000	170,000	250,000	230,000	320,000	300,000	390,000	340,000	415,000	390,000	535,000	490,000	2,250,000	2,080,000
Bank charges	2,900	2,500	3,700	3,200	4,900	4,100	5,500	5,300	6,700	6,200	7,500	7,100	8,800	8,100	40,000	36,500
Professional fees	65,000	55,000	88,000	70,000	120,000	100,000	129,000	110,000	133,000	110,000	165,000	145,000	190,000	176,000	890,000	766,000
Insurances	55,000	40,000	180,000	140,000	270,000	230,000	340,000	310,000	430,000	400,000	555,000	525,000	670,000	620,000	2,500,000	2,255,000
Bank/HP	1,080	990	2,545	2,000	3,070	2,900	3,745	3,200	4,490	4,200	4,970	4,580	5,415	5,210	25,315	23,080
Equipment & vehicle leasing	165,000	150,000	230,000	200,000	360,000	310,000	450,000	410,000	527,000	500,000	610,000	590,000	725,000	680,000	3,067,000	2,840,000
Payments relating to variable costs	125,779	105,535	251,558	211,071	377,337	316,607	503,117	422,142	628,896	527,678	754,675	633,214	880,438	738,750	3,521,800	2,954,997
Capital Expenditure	100,000	80,464	150,000	160,928	225,000	241,392	300,000	321,837	400,000	402,321	550,000	482,785	750,000	563,250	2,475,000	2,252,997
Other Payments	5,000	2,860	7,500	5,721	10,000	8,582	12,500	11,442	15,000	14,303	17,500	17,164	20,000	20,025	87,500	80,097
VAT	25,000	11,285	30,000	20,571	35,000	30,857	40,000	40,142	45,000	50,428	50,000	55,714	55,000	65,000	280,000	273,997
Owner's wages/salary	60,000	42,000	65,000	50,071	70,000	58,142	75,000	66,214	80,000	74,285	85,000	82,357	90,000	89,428	525,000	462,497
Owner's National Insurance	5,500	4,500	6,000	5,153	6,500	5,807	7,000	6,460	7,700	7,114	8,200	7,767	8,900	8,421	49,800	45,222
Loan repayments (incl. interest)	120,000	105,000	170,000	155,071	250,000	205,142	340,000	255,214	480,000	305,285	530,000	355,357	690,000	405,428	2,580,000	1,786,497
Stock	31,250	25,000	62,500	47,678	93,750	70,357	125,000	93,035	156,250	115,714	187,500	138,392	218,750	161,071	875,000	651,247
Consumables	5,357	4,900	10,714	7,425	16,071	9,950	21,428	12,475	26,785	15,000	32,145	17,525	37,500	20,050	150,000	87,325
Other (please specify)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL £	1,292,486	1,099,934	1,901,657	1,670,709	2,613,968	2,303,626	3,260,560	2,918,001	4,007,411	3,521,268	4,712,930	4,163,685	5,703,193	4,838,723	23,492,225	20,515,946
Income less expenditure	296,479	392,828	-1,901,657	1,196,956	1,862,457	1,982,372	2,647,120	2,748,560	3,343,844	3,526,336	4,081,830	4,264,672	4,507,042	4,987,077	17,865,735	19,098,801
Opening bank balance	7,083,500	6,540,700	7,379,979	6,933,528	5,478,322	8,130,484	7,340,779	10,112,856	9,987,899	12,861,416	13,331,743	16,387,752	17,413,573	20,652,424	17,413,573	20,652,424
Closing bank balance	7,379,979	6,933,528	5,478,322	8,130,484	7,340,779	10,112,856	9,987,899	12,861,416	13,331,743	16,387,752	17,413,573	20,652,424	21,920,615	25,639,501	21,920,615	25,639,501

24 Cash flow forecast

CASH FLOW FORECAST: SECOND SIX MONTHS

	Carried over		7		8		9		10		11		12		TOTAL	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
INCOME																
Cash from sales (incl. VAT)	59,527,150	57,999,997	15,000,000	15,000,000	2,557,595	20,000,000	4,612,194	25,000,000	5,649,592	25,000,000	6,685,991	50,000,000	7,724,592	59,000,000	51,757,717	197,999,997
Cash received from debtors	251,910	167,250	262,570	500,000	275,920	540,000	282,150	590,000	295,450	450,000	505,750	500,000	515,000	500,000	1,990,520	2,707,250
Capital/loans received	1,575,900	1,447,500	1,589,100	1,550,000	1,604,500	1,544,000	1,615,800	1,620,000	1,628,200	1,690,000	1,697,200	1,750,000	1,651,900	1,780,000	11,505,600	11,541,500
Other (please specify)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL \$	41,357,960	59,614,747	16,851,470	19,850,000	4,417,515	21,884,000	6,508,144	27,010,000	7,574,222	50,140,000	8,627,971	52,250,000	9,694,552	41,540,000	95,051,657	212,045,747
EXPENDITURE																
Wages to staff (incl. PAYE & NI)	755,500	752,400	820,000	800,000	900,000	850,000	940,000	900,000	990,000	950,000	1,050,000	985,000	1,100,000	1,054,000	6,555,500	6,291,400
Premises (rent, rates & utilities)	2,519,650	2,432,000	2,500,000	2,500,000	2,650,000	2,564,000	2,700,000	2,610,000	2,750,000	2,680,000	2,800,000	2,740,000	2,850,000	2,850,000	18,599,650	18,556,000
Telephone & Broadband	450,000	419,000	465,000	450,000	480,000	450,000	500,000	475,000	525,000	490,000	575,000	525,000	600,000	585,000	3,595,000	3,404,000
Printing, post & stationery	422,650	565,190	440,000	580,000	490,000	400,000	550,000	490,000	580,000	520,000	640,000	570,000	690,000	650,000	3,792,650	3,525,190
Advertising & promotion	2,250,000	2,050,000	2,465,000	2,070,000	2,520,000	3,000,000	2,585,000	3,050,000	2,610,000	3,090,000	2,675,000	3,170,000	2,700,000	3,200,000	17,505,000	19,610,000
Bank charges	40,000	55,500	45,000	55,000	50,000	59,500	55,000	40,100	60,000	42,000	70,000	44,500	80,000	45,700	400,000	287,500
Professional fees	890,000	765,000	950,000	790,000	1,000,000	840,000	1,050,000	890,000	1,080,000	940,000	1,100,000	995,000	1,150,000	1,050,000	7,200,000	6,271,000
Insurances	2,500,000	2,255,000	2,570,000	2,500,000	2,600,000	2,550,000	2,640,000	2,400,000	2,680,000	2,450,000	2,740,000	2,510,000	2,790,000	2,590,000	18,520,000	16,855,000
Bank/HP	25,515	25,080	26,000	25,000	27,500	25,400	28,200	25,500	29,700	27,800	30,400	28,200	32,500	29,700	199,415	185,480
Equipment & vehicle leasing	5,097,000	2,840,000	5,100,000	2,890,000	5,150,000	2,940,000	5,200,000	2,490,000	5,270,000	2,550,000	5,540,000	2,600,000	5,400,000	2,650,000	22,527,000	18,940,000
Payments relating to variable costs	5,321,500	2,954,997	5,587,000	5,000,000	5,620,000	5,250,000	5,680,000	5,500,000	5,740,000	5,540,000	5,800,000	5,590,000	5,860,000	5,450,000	25,505,500	22,684,997
Capital Expenditure	2,475,000	2,252,997	2,500,000	2,500,000	2,550,000	2,570,000	2,600,000	2,450,000	2,650,000	2,490,000	2,750,000	2,580,000	2,840,000	2,600,000	18,545,000	17,002,997
Other Payments	87,500	80,097	95,000	84,000	100,000	90,000	115,000	94,000	125,000	100,000	157,000	124,000	145,000	155,000	804,500	705,097
VAT	280,000	275,997	320,000	290,000	350,000	340,000	450,000	390,000	490,000	450,000	540,000	510,000	590,000	570,000	3,050,000	2,825,997
Owner's wages/salary	525,000	462,497	500,000	510,000	640,000	580,000	700,000	640,000	760,000	690,000	800,000	750,000	850,000	800,000	4,575,000	4,452,497
Owner's National Insurance	49,500	45,222	60,000	52,000	75,000	58,000	85,000	64,000	94,000	70,000	150,000	75,000	160,000	82,000	654,500	447,222
Loan repayments (incl. interest)	2,580,000	1,785,497	2,620,000	1,850,000	2,690,000	1,900,000	2,740,000	1,950,000	2,800,000	2,000,000	2,880,000	2,070,000	2,900,000	2,100,000	19,190,000	15,665,497
Stock	875,000	651,247	900,000	700,000	950,000	750,000	1,000,000	800,000	1,050,000	850,000	1,090,000	900,000	1,140,000	950,000	7,015,000	5,611,247
Consumables	150,000	87,525	200,000	110,000	270,000	180,000	350,000	240,000	590,000	500,000	450,000	540,000	500,000	590,000	2,290,000	1,647,525
TOTAL \$	25,492,225	20,515,945	24,545,000	21,159,000	25,152,500	22,986,500	25,909,200	25,259,400	26,975,700	24,019,800	27,560,400	24,887,700	28,577,500	25,745,400	181,505,525	162,552,145
Incomeless expenditure	17,595,755	19,095,801	-7,491,550	-1,509,000	-20,754,982	-1,102,900	-19,401,059	5,750,600	-19,099,475	6,120,200	-18,952,429	7,542,500	-18,652,945	15,595,600	-86,476,655	49,495,601
Opening bank balance	17,415,575	20,652,424	21,920,615	25,659,501	14,429,085	24,550,501	-5,505,897	25,227,601	-25,708,953	26,978,201	-44,805,451	55,095,401	-65,755,890	40,440,701	-65,755,890	40,440,701
Closing bank balance	21,920,615	25,659,501	14,429,085	24,550,501	-5,505,897	25,227,601	-25,708,953	26,978,201	-44,805,451	55,095,401	-65,755,890	40,440,701	-62,421,808	56,057,501	-62,421,808	56,057,501

24. CASH FLOW FORECAST: SUMMARY

	Q1		Q2		Q3		Q4		Y1 Total	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
INCOME										
Cash from sales (incl. VAT)	14,119,750	13,571,426	25,407,400	24,428,571	22,149,592	63,000,000	20,060,975	97,000,000	81,737,717	197,999,997
Cash received from debtors	109,760	74,910	142,150	92,340	820,140	1,030,000	918,270	1,510,000	1,990,320	2,707,250
Capital/loans received	772,200	666,650	806,700	780,850	4,807,400	4,694,000	4,917,300	5,200,000	11,303,600	11,341,500
Other Payments	0	0	0	0	0	0	0	0	0	0
TOTAL £	11,973,090	14,312,986	26,356,250	25,301,761	27,777,132	68,724,000	25,896,545	103,710,000	92,003,017	212,048,747
EXPENDITURE										
Wages to staff (incl. PAYE & NI)	395,500	379,200	388,000	373,200	2,660,000	2,550,000	3,140,000	2,989,000	6,583,500	6,291,400
Premises (rent, rates & utilities)	1,143,350	1,086,400	1,376,300	1,345,600	7,950,000	7,674,000	8,400,000	8,250,000	18,869,650	18,356,000
Telephone & Broadband	203,300	187,300	246,700	232,600	1,445,000	1,385,000	1,703,000	1,600,000	3,598,000	3,404,900
Printing, post & stationery	198,240	169,130	224,420	197,060	1,460,000	1,240,000	1,910,000	1,720,000	3,792,660	3,326,190
Advertising & promotion	910,000	810,000	1,340,000	1,220,000	7,570,000	8,120,000	7,985,000	9,460,000	17,805,000	19,610,000
Bank charges	17,000	15,100	23,000	21,400	150,000	117,600	210,000	133,200	400,000	287,300
Professional fees	402,000	335,000	488,000	431,000	2,980,000	2,520,000	3,330,000	2,985,000	7,200,000	6,271,000
Insurances	845,000	710,000	1,655,000	1,545,000	7,810,000	7,050,000	8,210,000	7,550,000	18,520,000	16,855,000
Bank/HP	10,440	9,090	14,875	13,990	81,700	76,700	92,400	85,700	199,415	185,480
Equipment & vehicle leasing	1,205,000	1,070,000	1,862,000	1,770,000	9,450,000	8,320,000	10,010,000	7,780,000	22,527,000	18,940,000
Payments relating to variable costs	1,257,791	1,055,355	2,264,009	1,899,642	10,887,000	9,550,000	11,400,000	10,180,000	25,808,800	22,684,997
Capital Expenditure	775,000	804,641	1,700,000	1,448,356	7,650,000	7,100,000	8,220,000	7,650,000	18,345,000	17,002,997
Other Payments	35,000	28,605	52,500	51,492	310,000	268,000	407,000	360,000	804,500	708,097
VAT	130,000	102,855	150,000	171,142	1,130,000	1,020,000	1,620,000	1,530,000	3,030,000	2,823,997
Owner's wages/salary	270,000	216,427	255,000	246,070	1,940,000	1,730,000	2,410,000	2,240,000	4,875,000	4,432,497
Owner's National Insurance	25,000	21,920	24,800	23,302	221,000	174,000	384,000	228,000	654,800	447,222
Loan repayments (incl. interest)	880,000	720,427	1,700,000	1,066,070	8,050,000	5,710,000	8,560,000	6,170,000	19,190,000	13,666,497
Stock	312,500	236,070	562,500	415,177	2,860,000	2,250,000	3,280,000	2,710,000	7,015,000	5,611,247
Consumables	53,570	34,750	96,430	52,575	800,000	530,000	1,340,000	1,030,000	2,290,000	1,647,325
Other (please specify)	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
TOTAL £	9,068,691	7,992,270	14,423,534	12,523,676	75,404,700	67,385,300	82,611,400	74,650,900	181,508,325	162,552,146

25 Conclusion.

Finally, The Sentimental Retreat in London will change the way people think about health by combining nature, nostalgia, and peace. The group offers a full mind-body experience by providing peaceful retreats, a range of stress-relieving activities, and wellness programs that follow the newest trends in wellness and culture tourism. A website that is easy to use and a dedicated phone line make it possible for everyone to get in touch. Carefully designed packages, wellness programs, and special events bring in money, which is supported by strategic relationships that encourage long-term financial growth. The business plan for The Sentimental Retreat lays out a complete plan for creating a healing centre that is long-lasting, calming, and evocative. The strategy uses customized solutions to meet the wants of different groups of customers, showing that a deep knowledge of market trends and customer tastes is present. The financial forecasts show that the company can grow and make money by keeping costs low and making sure its gross profit margins are high.

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27 Appendix

THE SENTIMENTAL RETREAT IN LONDON

BMIH5001. Entrepreneurship
Title: Create a written Business Plan

Students Name: Antonia Lupas, Khalada Akther, Valentina Stoian, Junaed Ahmed Khan

Students ID: 2210502, 2209626, 2209627, 2211276

Module Leader: Ben Chong, James Scoot



BUSINESS DETAILS: IDEA, AIMS & VALUES

KHALADA AKTHER

BUSINESS DETAILS

Company name:

The Sentimental Retreat in London

Address:

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KEY PERSONNEL

- Khalada Akther - Business Manager
- Junaed Ahmed Khan - CFO and Administrator
- Antonia Luminita Lupas - Financial Manager
- Valentina Stoian - Marketing Manager

BUSINESS IDEA

Unique Wellness Destination which Focuses on Calm and nostalgia for stressed adults. We offer Distinctive Relaxing activities, personalized wellness, artistic collaborations.

Our Target Audience is Stressed professionals, wellness enthusiasts, nostalgia seekers.

Our Communication Emphasis is Sustainable online channels, eco-conscious services.

Our Essence is all about Tranquil haven with environmental responsibility.

AIMS & VISION

To establish itself as a premier destination for wellness and relaxation, known for its unique blend of nostalgia, tranquillity, and eco-friendly practices. The business envisions the following key milestones:

1. Brand Recognition
2. Expansion and Diversification
3. Customer Loyalty and Community Engagement
4. Eco-Friendly Leadership
5. Technological Integration
6. Financial Sustainability

This vision aligns with the business's mission to provide a unique, relaxing, and environmentally responsible retreat experience. Adaptability to market trends, a commitment to customer satisfaction, and a focus on sustainability will be key drivers of the business's success over the next 3-5 years.

VALUE PROPOSITION

1. Calm and Peaceful Escape
2. Reliving Good Memories
3. Range of Relaxing Activities
4. Wellness Programs
5. Collaboration with Local Artists



WHAT DOES BUSINESS DO?

- Relaxing Activities
- Themed Events
- Artistic Workshops
- Overall Healthy Benefits of Retreat

The Sentimental Retreat in London:

Calming wellness haven with personalized services and artistic flair, providing a unique escape in the heart of the city.

THE BUSINESS WILL PROVIDE:

Holistic Experience:

- Tranquility and rejuvenation commitment.
- Curated relaxation activities and wellness programs.

Diverse Offerings:

- Meditation, workshops, introspective surroundings.

Accessible Interactions:

- User-friendly website for reservations.
- Dedicated phone line for personalized assistance.

Revenue Streams:

- Sentimental experience packages.
- Tailored wellness programs and exclusive events.

Strategic Partnerships:

- Collaborations with local businesses and experts.
- Enriching guest experience through partnerships.

Cost-Effective Management:

- Optimize resources for sustainable operations.
- Affordable yet high-quality escapes.

Transformative Journey:

- Reconnect with sentimental roots.
- Lasting peace and well-being.

Premier Retreat Destination:

- Thoughtful services and partnerships.
- Poised as a premier London retreat.



Legal Requirements for Sentimental Retreat in London

Legal Requirements:

- Fulfill business registration,
- health and safety compliance,
- event licenses,
- environmental regulations,
- GDPR for data protection,
- comprehensive insurance coverage,
- adherence to employment laws, and respect for intellectual property rights.

Meeting Requirements:

- Complete registration processes,
- implement robust health and safety protocols,
- obtain necessary licenses,
- integrate eco-friendly practices,
- ensure GDPR compliance,
- secure comprehensive insurance,
- adhere to employment laws,
- respect intellectual property rights,
- conduct regular legal audits and maintain meticulous documentation for ongoing legal and insurance compliance.



MARKETING

VALENTINA STOIAN

Market Research

Trends

- Wellness and mental health trends are driving demand for stress relief services.
- Rising interest in cultural and experiential tourism supports businesses offering thematic events.
- Economic conditions impact discretionary spending on leisure, requiring flexible pricing strategies.
- Technological advancements in online booking and social media are crucial for marketing.
- Consumer preference for sustainable practices influences business operations and sourcing.



P	E	S	T	L	
Political	Economic	Social	Technological	Legal	Environmental
• Regulatory Environment: The retreat must navigate local zoning laws and hospitality regulations, which can influence its operational capabilities and guest experiences. • Health and Safety Standards: Compliance with health and safety regulations is crucial, especially in offering spa treatments and organizing events, to ensure guest well-being.	• Market Demand: Economic fluctuations can impact discretionary spending on leisure activities, affecting the retreat's occupancy rates. • Local Economy Support: By partnering with local artists and suppliers, the retreat contributes to the local economy, potentially securing subsidies or support from local government entities.	• Wellness Trend: The increasing societal focus on mental health and wellness offers a ripe market for the retreat's stress-relief and wellness programs. • Cultural Engagement: Engaging with local artists and organizing thematic events cater to a growing interest in cultural and experiential tourism.	• Online Booking System: Utilization of an efficient online booking and management system for reservations, enhancing customer convenience and operational efficiency. • Social Media Marketing: Leveraging social media platforms for marketing to reach wider demographics and engage with potential guests through targeted content.	• Employment Laws: Adherence to employment laws in hiring practices, especially for skilled staff and wellness experts, ensuring fair labor practices. • Data Protection: Compliance with GDPR and other data protection regulations in managing customer information and online transactions.	• Sustainability Practices: Incorporation of eco-friendly materials and waste reduction practices demonstrates environmental responsibility and appeals to eco-conscious guests. • Local and Sustainable Sourcing: Partnering with local suppliers for fresh, ethically sourced ingredients promotes a sustainable lifestyle and minimizes the carbon footprint.

Profiling customers

Customer groups

1

Mindful Explorer

- **Method:** Analyzed digital engagement focusing on eco-conscious and wellness trends among 25-34-year-old women via SimilarWeb.
- **Results:** High interest in digital detox and wellness content, highlighting a market opportunity for mindful retreat experiences.

2

Seasoned Professional

- **Method:** Utilized SimilarWeb to examine direct search behaviors and preferences for quality and sustainability.
- **Results:** Identified a preference for sophisticated, exclusive retreats that resonate with professional values and sustainability.

3

Conscious Senior

- **Method:** Explored online behaviors and referral sources to understand community and health priorities.
- **Results:** Preference for health-focused and culturally enriching retreats, influenced heavily by personal recommendations.

4

International Cultural Seeker

- **Method:** Investigated global search trends and social media for travel planning and content engagement insights.
- **Results:** Uncovered a demand for authentic, culturally rich travel experiences prioritizing sustainability and local immersion.

4

Customer Wins & Pricing

Group	Number of customers	Price they might pay per unit
Mindful Explorer	30%	£250
Seasoned Professional	20%	£300
Conscious Senior	25%	£280
International Cultural Seeker	15%	£320
Families Seeking Quality	5%	£350 (Peak Season)
Budget-Conscious Travelers	5%	£200 (Off-Peak Season)
Mindful Explorer	30%	£250

Profiling competitors

Competitor name	Strengths	Weaknesses
Gaia House	High organic search traffic, broad audience appeal	Underutilized social media, younger demographic
Mandarin Oriental	Luxury amenities, global brand recognition	Premium pricing, less focus on sustainability
The Human Experience	Personalized wellness experiences	Limited brand recognition, narrow market appeal
Glass House Retreat.co.uk	Specializes in wellness, good direct traffic	Limited international reach
Thera Sea	Therapeutic retreats in unique locations	Could be too niche, missing broader appeal

Market Gap:
We can identify a gap in the market for a wellness retreat that combines luxury and wellness at a more accessible price point and has a strong online presence. We should capitalize on sustainability as a unique selling proposition to differentiate from the competition.



RUNNING THE BUSINESS

JUNAED AHMED KHAN

BUSINESS GOALS FOR THE FIRST YEAR:

The primary goal for the first year of business is to achieve a turnover of £100,000 and maintain breakeven or better trading. This financial target aligns with sustainable growth and establishes a solid foundation for future success.

YEAR 1 TOTAL:

- Anticipated total income: £197,999,997
 - Expected total expenditure: £181,508,325
-

KEY POINTS:

- Positive cash flow is forecasted for all quarters, indicating healthy financial performance.
- The fourth quarter anticipates a significant boost in income, contributing to a strong overall financial outcome for the first year.
- Expenditure is carefully managed, with provisions for wages, premises, utilities, marketing, and other essential costs.

RUNNING THE BUSINESS

Roles	Costs	Necessary Experience	Special Skills
General Manager	£55,000 - £11,9000	1. Bachelor's degree in hospitality management or related field. 2. 5-10 years of experience in hotel management or a related role. 3. Strong leadership and strategic planning skills.	Leadership
Front Desk Manager	£31,700 - £55,000	1. Bachelor's degree in hospitality management or related field (preferred). 2. 2-5 years of experience in front desk operations or guest services. 3. Proficiency in hotel management software.	Organization
Concierge	£27,000 - £47,000	1. High school diploma or equivalent (Bachelor's degree preferred). 2. 2-5 years of experience in customer service or hospitality industry. 3. Knowledge of local attractions, events, and services.	Resourcefulness
Guest Services Manager	£35,000 - £63,000	1. Bachelor's degree in hospitality management or related field. 2. 3-7 years of experience in guest services or front office management. 3. Leadership and team management skills.	Adaptability
Housekeeping Manager	£31,000 - £55,000	1. Bachelor's degree in hospitality management or related field (preferred). 2. 3-7 years of experience in housekeeping or cleaning operations. 3. Knowledge of cleaning techniques, products, and equipment.	Attention to detail

PREMISES

	Costs
Premises required at start-up: • Building/Property • Reception Area • Guest Rooms • Restaurant/Dining Area • Kitchen • Staff Quarters • Housekeeping/Laundry Facilities • Parking Facilities • Meeting/Conference Rooms • Fitness Center/Spa Area	£1,82,9000 - £3,15,0200
Premises required in the future (if different): • Expansion of guest rooms or additional properties • Upgrades to existing facilities. • Addition of new amenities. • Renovation or expansion of meeting/conference spaces • Technological upgrades. • Sustainability initiatives. • Accessibility improvements. • Security enhancements. • Staff training and development facilities • Infrastructure improvements.	£5,39,200 - £2,45,0000+

SUPPLIERS

Supplier	What we'll buy from them	Number of days Credit
Sysco Corporation	Food and beverage products, kitchen supplies.	30 days
US Foods	Food and beverage products, kitchen supplies.	30 days
Ecolab Inc.	Cleaning and sanitation products, pest control services.	30 days
Aramark Corporation	Uniforms, employee apparel, facility services.	30 days
Avendra LLC	Hospitality procurement services, including food, linens, and amenities.	30 days
Guest Supply	Guest room amenities, toiletries, linens.	30-60 days (can vary)
HD Supply Facilities Maintenance	Maintenance and repair supplies, equipment.	30-60 days (can vary)
Cintas Corporation	Uniforms, facility services, restroom supplies.	30-60 days (can vary)

EQUIPMENT

Resource	When	How Funded	Cost per unit
Commercial Kitchen Equipment	Before opening for food preparation and cooking.	Initial investment capital	£1,000 - £50,000+
Laundry Equipment	Before opening to handle guest linens and laundry.	Loans or financing from banks or investors	£2,000 - £100,000+
Cleaning Equipment	Before opening for daily housekeeping and maintenance tasks.	Revenue generated from pre-opening sales or reservations	£50 - £1,000+
Room Amenities and Supplies	Before opening to stock guest rooms with toiletries, linens, etc.	Crowdfunding or fundraising efforts	£1 - £50+
Furniture and Fixtures	Before opening to furnish guest rooms, lobby, and common areas.	Government grants or incentives	£50 - £1,000+
HVAC Systems (Heating, Ventilation, and Air Conditioning)	Before opening to ensure climate control for guest comfort.	Partnerships or sponsorships with suppliers or vendors	£2,000 - £20,000+
Audiovisual Equipment	Before opening for conference rooms, entertainment areas, etc.	Personal savings or equity investment from stakeholders	£100 - £10,000+
Security Systems (CCTV, Access Control)	Before opening to ensure safety and security.	Lease agreements or equipment financing arrangements	£500 - £5,000+
Office Equipment (Computers, Printers)	Before opening for administrative tasks and guest services.	Government grants or incentives	£400 - £2,500+



MANAGING OPERATIONAL RISKS

Risk	Solution
Staff: Staff hazards include attrition, absence from work, skill shortages, misbehavior, labor conflicts, compliance concerns, medical and safety dangers, burnout, and communication failures. These hazards jeopardize the quality of service, continual operation, legal observance, and reputation. High turnover and absences impair productivity and raise training expenses, whereas skill shortages and misbehavior jeopardize service quality and integrity. Labor conflicts and compliance violations subject the company to financial and legal consequences. Health and safety issues not only affect employees but can result in liability. Burnout & interpersonal conflicts reduce productivity and morale. Strong recruiting, training, and retention methods are required to mitigate these risks, as well as successful communication channels and tight compliance requirements.	To reduce staff-related hazards, prioritize effective recruiting, competitive remuneration, and ongoing training to retain talented people. Establish clear procedures to avoid wrongdoing, promote good worker relations, and follow regulations. Prioritize staff health and safety, manage workload to prevent burnout, and improve communication channels for better cooperation.
Suppliers: Provider-related risks included supply chain interruptions, quality difficulties, pricing volatility, dependability worries, contractual disagreements, and reliance on a single provider. These risks can cause manufacturing delays, product shortages, worse quality, higher prices, and strained relationships.	To reduce supplier risks, expand your provider base, perform extensive due investigation before contracting suppliers, and develop explicit contractual agreements. Maintain a dialogue to handle concerns quickly and develop solid connections. Monitor trends in the market and develop contingency plans to efficiently handle supply chain disruptions. To ensure stability and consistency, put in place quality control procedures and evaluate supplier efficiency on an ongoing basis.



FINANCE

ANTONIA LUMINITA LUPAS



Particulars	Amount
IT and computers	1,500,000
Telephones and broadband	900,000
Equipment	3,500,000
Stock	1,750,000
Tools	730,000
Vehicles	2,432,000
Professional fees	1,780,000
Insurance	5,000,000
Rent/rent deposit	2,200,000
Stationery	400,000
Marketing	6,733,000
Consumables	300,000
Licences	2,756,000
Training	3,245,000
Association fees	1,236,000
Wages/recruitment	1,567,000
Security/health and safety equipment	2,354,700
Market research costs	2,162,000
TOTAL £	40,545,700

Start Up Cost

Profit and Loss Statement

	Year 1 (£)	Year 2 (£)	Year 3 (£)
Total expected sales	79,054,300	99,323,700	120,965,100
Less variable costs	7,043,600	7,878,900	8,454,200
Gross profit (sales less variable costs) =	72,010,700	91,444,800	112,510,900
Calculate your gross profit margin % (gross profit divided by total sales x 100) (A)	91	92	93
Salaries/wages (survival income + any staff	8,037,800	8,821,900	9,532,500
Premises (including rent, rates, utilities)	5,039,300	5,872,600	6,611,000
Telephone and broadband	900,000	1,140,000	1,325,000
Printing, post and stationery	845,320	956,000	1,093,470
Advertising and promotion	4,500,000	5,340,000	6,790,000
Bank charges	80,000	90,200	100,800
Professional fees	1,780,000	2,011,500	2,432,600
Insurances	5,000,000	5,890,000	6,247,000
Bank/HP/Interest (payable to your bank)	50,630	58,759	67,549
Stock	1,750,000	2,563,900	3,276,400
Consumables	300,000	453,000	567,800
Equipment and vehicle leasing	6,134,000	7,680,400	8,432,100
Depreciation	1,234,500	1,543,600	1,754,300
Total fixed costs	35,651,550	42,421,859	48,230,519
Net profit (gross profit less fixed cost)	36,359,150	49,022,941	64,280,381
Calculate your net profit margin (net profit divided by total sales x 100)	46	49	53
Calculate your break even	Year 1 (£)	Year 2 (£)	Year 3 (£)
Total variable costs + total fixed costs (B)	42,695,150	50,300,759	56,684,719
Break even (B) divided by (A)	468,713	546,347	609,441



SOURCING OF FINANCE



Particulars		£
Start-up costs		40,545,700
Personal start-up contributions	-	30,756,000
Other start-up contributions	-	2,445,000
Total required	=	7,344,700
The assets you have available as security		
	=	2,050,000

MANAGING FINANCIAL RISKS: RELATED RISKS

Funding Risk: Getting enough money to sustain a start-up's operations and growth can be difficult initially (Can Akdeniz, 2015).

Operational Risk: A start-up's finances may be strained by operational inefficiencies, which include production delays, disruptions to the supply chain, or unforeseen expenses (Barringer and R Duane Ireland, 2012).

MANAGING FINANCIAL RISKS: RISK MANAGEMENT

To reduce funding risk, start-ups might implement a range of tactics, including increasing the diversity of their financing sources by looking for grants from the government, venture capitalists, angel investors, and crowdfunding websites (Mariotti and Glackin, 2013) and putting together an informative and appealing business plan to draw in possible investors.

Operational hazards can be reduced by implementing lean operational practices. Costs can be decreased and efficiency raised by investing in technology that automates repetitive work, streamlines procedures, and makes the most use of available resources. Keeping an emergency fund on hand for unforeseen costs can also be a financial safety net during hard times.

CASH FLOW FORECAST: FIRST SIX MONTHS

	Start-up 0		1		2		3		4		5		6		TOTAL	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
INCOME																
Cash from sales (incl. VAT)	1,411,975	1,357,142	2,823,950	2,714,285	4,235,925	4,071,428	5,647,900	5,428,571	7,059,875	6,785,714	8,471,850	8,142,857	9,875,675	9,500,000	39,527,150	37,999,997
Cash received from debtors	20,590	15,320	24,370	17,480	30,520	19,570	34,280	22,540	41,380	26,890	47,510	30,100	53,260	35,350	251,910	167,250
Capital/loans received	156,400	120,300	180,300	135,900	210,000	195,000	225,500	215,450	250,000	235,000	275,400	255,400	281,300	290,450	1,578,900	1,447,500
Other (please specify)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL £	1,588,965	1,492,762	3,029,620	2,871,665	4,476,445	4,285,998	5,907,680	5,666,561	7,351,255	7,047,604	8,794,760	8,428,357	10,210,235	9,825,800	41,357,960	39,614,747
EXPENDITURE																
Wages to staff (incl. PAYE & NI)	80,100	76,900	96,700	92,300	106,400	101,500	112,300	108,500	123,400	118,300	129,000	124,700	135,600	130,200	783,500	752,400
Premises (rent, rates & utilities)	228,000	218,000	265,300	253,100	302,550	290,700	347,500	324,600	410,200	401,500	456,000	443,800	510,100	500,300	2,519,650	2,432,000
Telephone & Broadband	40,200	35,200	46,700	41,100	51,200	49,700	65,200	61,300	74,400	70,400	80,100	76,100	92,200	86,100	450,000	419,900
Printing, post & stationery	37,320	29,800	45,440	35,320	52,210	47,890	63,270	56,120	68,590	58,540	75,340	67,130	80,490	71,390	422,660	366,190
Advertising & promotion	140,000	110,000	190,000	170,000	260,000	230,000	320,000	300,000	390,000	340,000	415,000	390,000	535,000	490,000	2,250,000	2,030,000
Bank charges	2,900	2,500	3,700	3,200	4,900	4,100	5,500	5,300	6,700	6,200	7,500	7,100	8,800	8,100	40,000	36,500
Professional fees	65,000	55,000	88,000	70,000	120,000	100,000	129,000	110,000	133,000	110,000	165,000	145,000	190,000	176,000	890,000	766,000
Insurances	55,000	40,000	180,000	140,000	270,000	220,000	340,000	310,000	430,000	400,000	555,000	525,000	670,000	620,000	2,500,000	2,255,000
Bank/HP	1,080	990	2,545	2,000	3,070	2,900	3,745	3,200	4,490	4,200	4,970	4,580	5,415	5,210	25,315	23,080
Equipment & vehicle leasing	165,000	150,000	230,000	200,000	360,000	310,000	450,000	410,000	527,000	500,000	610,000	590,000	725,000	680,000	3,067,000	2,840,000
Payments relating to variable costs	125,779	105,535	251,558	211,071	377,337	316,607	503,117	422,142	628,896	527,678	754,675	633,214	880,438	738,750	3,521,800	2,954,997
Capital Expenditure	100,000	80,464	150,000	160,928	225,000	241,392	300,000	321,857	400,000	402,321	550,000	482,785	750,000	563,250	2,475,000	2,252,997
Other Payments	5,000	2,860	7,500	5,721	10,000	8,582	12,500	11,442	15,000	14,303	17,500	17,164	20,000	20,025	87,500	80,097
VAT	25,000	11,285	30,000	20,571	35,000	30,857	40,000	40,142	45,000	50,428	50,000	55,714	55,000	65,000	280,000	273,997
Owner's wages/salary	60,000	42,000	65,000	50,071	70,000	58,142	75,000	66,214	80,000	74,285	85,000	82,357	90,000	89,428	525,000	462,497
Owner's National Insurance	5,500	4,500	6,000	5,153	6,500	5,807	7,000	6,460	7,700	7,114	8,200	7,767	8,900	8,421	49,800	45,222
Loan repayments (incl. interest)	120,000	105,000	170,000	155,071	250,000	205,142	340,000	255,214	480,000	305,285	530,000	355,357	690,000	405,428	2,580,000	1,786,497
Stock	31,250	25,000	62,500	47,678	93,750	70,357	125,000	93,035	156,250	115,714	187,500	138,392	218,750	161,071	875,000	651,247
Consumables	5,357	4,900	10,714	7,425	16,071	9,950	21,428	12,475	26,785	15,000	32,145	17,525	37,500	20,050	150,000	87,325
Other (please specify)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL £	1,292,486	1,099,934	1,901,657	1,670,709	2,613,988	2,303,626	3,260,560	2,918,001	4,007,411	3,521,268	4,712,930	4,163,685	5,703,193	4,838,723	23,492,225	20,515,946
Income less expenditure																
	296,479	392,828	-1,901,657	1,196,956	1,862,457	1,982,372	2,647,120	2,748,560	3,343,844	3,526,336	4,081,830	4,264,672	4,507,042	4,987,077	17,865,735	19,098,801
Opening bank balance	7,083,500	6,540,700	7,379,979	6,933,528	5,478,322	8,130,484	7,340,779	10,112,856	9,987,899	12,861,416	13,331,743	16,387,752	17,413,573	20,652,424	17,413,573	20,652,424
Closing bank balance	7,379,979	6,933,528	5,478,322	8,130,484	7,340,779	10,112,856	9,987,899	12,861,416	13,331,743	16,387,752	17,413,573	20,652,424	21,920,615	25,639,501	21,920,615	25,639,501

CASH FLOW FORECAST: SECOND SIX MONTHS

	Carried over		7		8		9		10		11		12		TOTAL	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
INCOME																
Cash from sales (incl. VAT)	39,527,150	37,999,997	15,000,000	18,000,000	2,537,398	20,000,000	4,612,194	25,000,000	5,649,592	28,000,000	6,686,991	30,000,000	7,724,392	39,000,000	81,737,717	197,999,997
Cash received from debtors	251,910	167,250	262,370	300,000	275,620	340,000	282,150	390,000	296,430	450,000	303,780	500,000	318,060	560,000	1,990,320	2,707,250
Capital/loans received	1,578,900	1,447,500	1,589,100	1,530,000	1,604,500	1,544,000	1,613,800	1,620,000	1,628,200	1,690,000	1,637,200	1,730,000	1,651,900	1,780,000	11,303,600	11,341,500
Other (please specify)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL £	41,357,960	39,614,747	16,851,470	19,830,000	4,417,518	21,884,000	6,508,144	27,010,000	7,574,222	30,140,000	8,627,971	32,230,000	9,694,352	41,340,000	95,031,637	212,048,747
EXPENDITURE																
Wages to staff (incl. PAYE & ND)	783,500	752,400	820,000	800,000	900,000	850,000	940,000	900,000	990,000	950,000	1,050,000	985,000	1,100,000	1,054,000	6,583,500	6,291,400
Premises (rent, rates & utilities)	2,519,650	2,432,000	2,600,000	2,500,000	2,650,000	2,564,000	2,700,000	2,610,000	2,750,000	2,680,000	2,800,000	2,740,000	2,850,000	2,830,000	18,869,650	18,356,000
Telephone & Broadband	450,000	419,900	465,000	450,000	480,000	460,000	500,000	475,000	525,000	490,000	578,000	525,000	600,000	585,000	3,598,000	3,404,900
Printing, post & stationery	422,660	366,190	440,000	380,000	490,000	400,000	530,000	460,000	580,000	520,000	640,000	570,000	690,000	630,000	3,792,660	3,326,190
Advertising & promotion	2,250,000	2,030,000	2,465,000	2,070,000	2,520,000	3,000,000	2,585,000	3,050,000	2,610,000	3,090,000	2,675,000	3,170,000	2,700,000	3,200,000	17,805,000	19,610,000
Bank charges	40,000	36,500	45,000	38,000	50,000	39,500	55,000	40,100	60,000	42,000	70,000	44,500	80,000	46,700	400,000	287,300
Professional fees	890,000	766,000	930,000	790,000	1,000,000	840,000	1,050,000	890,000	1,080,000	940,000	1,100,000	995,000	1,150,000	1,050,000	7,200,000	6,271,000
Insurances	2,500,000	2,255,000	2,570,000	2,300,000	2,600,000	2,350,000	2,640,000	2,400,000	2,680,000	2,450,000	2,740,000	2,510,000	2,790,000	2,590,000	18,520,000	16,855,000
Bank/HP	25,315	23,080	26,000	25,000	27,500	25,400	28,200	26,300	29,700	27,800	30,400	28,200	32,300	29,700	199,415	185,480
Equipment & vehicle leasing	3,067,000	2,840,000	3,100,000	2,890,000	3,150,000	2,940,000	3,200,000	2,490,000	3,270,000	2,530,000	3,340,000	2,600,000	3,400,000	2,650,000	22,527,000	18,940,000
Payments relating to variable costs	3,521,800	2,954,997	3,587,000	3,000,000	3,620,000	3,250,000	3,680,000	3,300,000	3,740,000	3,340,000	3,800,000	3,390,000	3,860,000	3,450,000	25,808,800	22,684,997
Capital Expenditure	2,475,000	2,252,997	2,500,000	2,300,000	2,550,000	2,370,000	2,600,000	2,430,000	2,650,000	2,490,000	2,730,000	2,560,000	2,840,000	2,600,000	18,345,000	17,002,997
Other Payments	87,500	80,097	95,000	84,000	100,000	90,000	115,000	94,000	125,000	100,000	137,000	124,000	145,000	136,000	804,500	708,097
VAT	280,000	273,997	320,000	290,000	380,000	340,000	430,000	390,000	490,000	450,000	540,000	510,000	590,000	570,000	3,030,000	2,823,997
Owner's wages/salary	325,000	462,497	600,000	510,000	640,000	580,000	700,000	640,000	760,000	690,000	800,000	730,000	850,000	800,000	4,875,000	4,432,497
Owner's National Insurance	49,800	45,222	60,000	52,000	75,000	58,000	86,000	64,000	94,000	70,000	130,000	76,000	160,000	82,000	654,800	447,222
Loan repayments (incl. interest)	2,580,000	1,786,497	2,620,000	1,850,000	2,690,000	1,900,000	2,740,000	1,960,000	2,800,000	2,000,000	2,860,000	2,070,000	2,900,000	2,100,000	19,190,000	13,666,497
Stock	875,000	651,247	900,000	700,000	960,000	750,000	1,000,000	800,000	1,050,000	860,000	1,090,000	900,000	1,140,000	950,000	7,015,000	5,611,247
Consumables	150,000	87,325	200,000	110,000	270,000	180,000	330,000	240,000	390,000	300,000	450,000	340,000	500,000	390,000	2,290,000	1,647,325
TOTAL £	23,492,225	20,515,946	24,343,000	21,139,000	25,152,500	22,986,900	25,909,200	23,259,400	26,673,700	24,019,800	27,560,400	24,887,700	28,377,300	25,743,400	181,508,325	162,552,146
Income less expenditure	17,865,735	19,098,801	-7,491,530	-1,309,000	-20,734,982	-1,102,900	-19,401,056	3,760,600	-19,099,478	6,120,200	-18,932,429	7,342,300	-18,682,948	15,596,600	-86,476,688	49,496,601
Opening bank balance	17,413,573	20,652,424	21,920,615	25,639,501	14,429,085	24,330,501	-6,305,897	23,227,601	-25,706,953	26,978,201	-44,806,431	33,098,401	-63,738,860	40,440,701	-63,738,860	40,440,701
Closing bank balance	21,920,615	25,639,501	14,429,085	24,330,501	-6,305,897	23,227,601	-25,706,953	26,978,201	-44,806,431	33,098,401	-63,738,860	40,440,701	-82,421,808	56,037,301	-82,421,808	56,037,301

CASH FLOW FORECAST: SUMMARY

	Q1		Q2		Q3		Q4		Y1 Total	
	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual	Forecast	Actual
INCOME										
Cash from sales (incl. VAT)	14,119,750	13,571,426	25,407,400	24,428,571	22,149,592	63,000,000	20,060,975	97,000,000	81,737,717	197,999,997
Cash received from debtors	109,760	74,910	142,150	92,340	820,140	1,030,000	918,270	1,510,000	1,990,320	2,707,250
Capital/loans received	772,200	666,650	806,700	780,850	4,807,400	4,694,000	4,917,300	5,200,000	11,303,600	11,341,500
Other Payments	0	0	0	0	0	0	0	0	0	0
TOTAL £	11,973,090	14,312,986	26,356,250	25,301,761	27,777,132	68,724,000	25,896,545	103,710,000	92,003,017	212,048,747
EXPENDITURE										
Wages to staff (incl. PAYE & ND)	395,500	379,200	388,000	373,200	2,660,000	2,550,000	3,140,000	2,989,000	6,583,500	6,291,400
Premises (rent, rates & utilities)	1,143,350	1,086,400	1,376,300	1,345,600	7,950,000	7,674,000	8,400,000	8,250,000	18,869,650	18,356,000
Telephone & Broadband	203,300	187,300	246,700	232,600	1,445,000	1,385,000	1,703,000	1,600,000	3,598,000	3,404,900
Printing, post & stationery	198,240	169,130	224,420	197,060	1,460,000	1,240,000	1,910,000	1,720,000	3,792,660	3,326,190
Advertising & promotion	910,000	810,000	1,340,000	1,220,000	7,570,000	8,120,000	7,985,000	9,460,000	17,805,000	19,610,000
Bank charges	17,000	15,100	23,000	21,400	150,000	117,600	210,000	133,200	400,000	287,300
Professional fees	402,000	335,000	488,000	431,000	2,980,000	2,520,000	3,330,000	2,985,000	7,200,000	6,271,000
Insurances	845,000	710,000	1,655,000	1,545,000	7,810,000	7,050,000	8,210,000	7,550,000	18,520,000	16,855,000
Bank/HP	10,440	9,090	14,875	13,990	81,700	76,700	92,400	85,700	199,415	185,480
Equipment & vehicle leasing	1,205,000	1,070,000	1,862,000	1,770,000	9,450,000	8,320,000	10,010,000	7,780,000	22,527,000	18,940,000
Payments relating to variable costs	1,257,791	1,055,355	2,264,009	1,899,642	10,887,000	9,550,000	11,400,000	10,180,000	25,808,800	22,684,997
Capital Expenditure	775,000	804,641	1,700,000	1,448,356	7,650,000	7,100,000	8,220,000	7,650,000	18,345,000	17,002,997
Other Payments	35,000	28,605	52,500	51,492	310,000	268,000	407,000	360,000	804,500	708,097
VAT	130,000	102,855	150,000	171,142	1,130,000	1,020,000	1,620,000	1,530,000	3,030,000	2,823,997
Owner's wages/salary	270,000	216,427	255,000	246,070	1,940,000	1,730,000	2,410,000	2,240,000	4,875,000	4,432,497
Owner's National Insurance	25,000	21,920	24,800	23,302	221,000	174,000	384,000	228,000	654,800	447,222
Loan repayments (incl. interest)	880,000	720,427	1,700,000	1,066,070	8,050,000	5,710,000	8,560,000	6,170,000	19,190,000	13,666,497
Stock	312,500	236,070	562,500	415,177	2,860,000	2,250,000	3,280,000	2,710,000	7,015,000	5,611,247
Consumables	53,570	34,750	96,430	52,575	800,000	530,000	1,340,000	1,030,000	2,290,000	1,647,325
Other (please specify)	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
Other	0	0	0	0	0	0	0	0	0	0
TOTAL £	9,068,691	7,992,270	14,423,534	12,523,676	75,404,700	67,385,300	82,611,400	74,650,900	181,508,325	162,552,146

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THANK YOU
