



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Managing Enterprise in the 21st Century

Business Plan

UrbanGlow Billboards



<https://www.urbanglowbillboards.com/>

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Table of Contents

Group Information	1
Executive Summary	3
Business Concept	4
Business Description	4
Product Description.....	4
Business Objectives (SMART Objectives)	4
Short-Term Objectives (less than a year)	4
Long-Term Objectives (less than a year)	5
Market Analysis and Marketing Plan	5
Market Analysis (Competitors, Customers, Target Groups).....	5
PESTEL Analysis	5
SWOT Analysis	6
Marketing Mix (4Ps)	6
Management Team	6
Management Team and Their Background.....	6
Organisational Chart	7
Key Milestones.....	7
Financial Plan (One Year)	7
Sources of Finance	7
Cash Flow Forecast	8
Sales Forecast	8
Cost of Production Forecast.....	8
Break Even Analysis	8
Operations and Management Plan	9
Production of Good and Service	9
Technology Plan	9
Human Resource Plan	9
Expansion Plan	9
Reference List	10
Appendices:	11

Executive Summary

My business idea is to buy parts and assemble LED billboards that can be used for advertising and public information. These billboards will be placed in busy areas where many people can see them. The goal is to provide companies, shops, and local councils with a modern way to promote their products or share important information.

In the first year, I plan to build and install a small number of billboards to evaluate the market. The main objective is to cover costs and reach break-even. Later, I want to expand to more locations and offer extra services such as remote content management.

Business Concept

My business idea is to assemble and install LED billboards that can be used for advertising and public information. The billboards will be placed in busy urban areas where they can reach many people. The company will rent advertising space to local businesses, shops, restaurants, and councils, offering them a modern and affordable way to promote their products or share important messages.

Business Description

The company will be registered as a Private Limited Company (Ltd). This format was chosen because it protects me from personal liability and allows the business to grow in the future. The business will focus on building LED billboards from purchased parts and managing advertising contracts with clients.

Product Description

The main product is LED billboards assembled from parts. They will be energy-efficient, durable, and easy to update with new digital content. The service offered is renting advertising space on these billboards to businesses and councils. Clients will benefit from high visibility in busy areas at a lower cost compared to traditional advertising channels.

Business Objectives (SMART Objectives)

- Specific: Build and install LED billboards and rent advertising space to local businesses.
- Measurable: Install 3–5 billboards in the first year and secure at least 10 paying clients.
- Achievable: Use a £30,000 startup budget to cover parts, installation, and marketing.
- Relevant: Provide affordable advertising solutions for SMEs and councils.
- Time-bound: Reach break-even within the first 12 months.

Short-Term Objectives (less than a year)

- Purchase parts and assemble 3–5 LED billboards.
- Secure permits from local councils for installation.
- Sign contracts with at least 10 advertising clients.
- Reach break-even point by the end of the first year.

Long-Term Objectives (More than a year)

- Expand to 20 billboards in different Romanian cities.
- Introduce interactive features such as remote content management and QR codes.
- Achieve annual revenue of £100,000.
- Build partnerships with councils for public information displays.
- Position the company as a trusted provider of eco-friendly advertising solutions.

Market Analysis and Marketing Plan

The market for advertising is competitive, but LED billboards offer a modern and eye-catching way to reach customers. My plan is to place billboards in busy urban areas where many people pass by daily. The marketing strategy will focus on attracting small and medium businesses, shops, restaurants, and councils by offering affordable advertising packages. Promotion will be done through social media, flyers, and direct contact with potential clients.

Market Analysis (Competitors, Customers, Target Groups)

- **Competitors:** Traditional print billboards, existing digital signage companies, and online advertising platforms.
- **Customers:** Local businesses, retail shops, restaurants, councils, and event organizers.
- **Target Groups:** Small and medium enterprises (SMEs) and local councils who want visibility but cannot afford expensive TV or radio ads.

PESTEL Analysis

- **Political:** Local councils require permits for billboard installation; EU policies support digital innovation.
- **Economic:** Businesses are looking for affordable advertising solutions; inflation may affect equipment costs.
- **Social:** Urban populations demand fast and clear information; advertising is part of everyday life.
- **Technological:** LED technology is improving, making screens brighter and cheaper.

- **Environmental:** Energy-efficient LEDs reduce electricity use compared to traditional billboards.
- **Legal:** Must follow advertising regulations and safety standards.

SWOT Analysis

- **Strengths:** Innovative, eco-friendly, scalable, and attractive to local businesses.
- **Weaknesses:** High upfront costs, reliance on permits, limited experience as a new entrepreneur.
- **Opportunities:** Smart city initiatives, digital transformation, growing demand for modern advertising.
- **Threats:** Competition from online ads, regulatory changes, and possible increases in equipment costs.

Marketing Mix (4Ps)

- **Product:** LED billboards for advertising and public information.
- **Price:** Competitive rental packages (weekly or monthly) that are affordable for SMEs.
- **Place:** High-traffic urban areas where many people can see the billboards.
- **Promotion:** Social media campaigns, flyers, direct contact with businesses, and partnerships with councils.

Management Team

I am the Founder and Managing Director, with primary responsibility for strategic management and financial oversight. My role is to establish the company's direction, allocate resources effectively, and ensure financial sustainability. As a student entrepreneur, I combine practical problem-solving skills with academic knowledge of business administration to guide the enterprise through its early stages.

Management Team and Their Background

- **Technical Engineer:** Responsible for the assembly, installation, and maintenance of LED billboards. This role ensures that the product meets technical standards and operates reliably in public spaces.

- **Marketing and Sales Manager:** Focused on client acquisition, promotional activities, and contract management. This position is critical for building relationships with small and medium enterprises and local councils.
- **Finance and Administrative Officer:** Provides support in contract administration, compliance, and record-keeping. This role complements my financial oversight by maintaining accurate documentation and ensuring transparency.

This structure allows me to concentrate on leadership and financing, while technical, marketing, and administrative functions are delegated to specialists. Such division of responsibilities reflects best practice in small enterprise management, where efficiency and clarity of roles are essential for growth.

Organisational Chart

- Founder / Managing Director (Me – management & financing)
- Technical Engineer
- Marketing & Sales Manager
- Finance/Admin Office

Key Milestones

- **Quarter 1:** Secure permits and purchase billboard components.
- **Quarter 2:** Assemble and install 3–5 LED billboards in high-traffic locations.
- **Quarter 3:** Sign contracts with at least 10 advertising clients.
- **Quarter 4:** Achieve break-even point and prepare for expansion.

Financial Plan (One Year)

My financial plan for the first year focuses on covering startup costs, generating revenue from advertising contracts, and reaching break-even. The plan includes sources of finance, cash flow projections, and sales forecasts to ensure viability.

Sources of Finance

I will finance the business through personal savings, with additional support from family and friends, and, if possible, a small business loan to strengthen the financial base

Cash Flow Forecast

Cash inflows will come from billboard advertising contracts, estimated at £1,000 per month per billboard. Outflows include equipment, installation, and operating expenses. Although the first quarter will show negative cash flow due to startup costs, I expect positive cash flow from mid-year onwards.

Sales Forecast

If five billboards are installed in the first year, and each earns £1,000 per month, total annual sales will be approximately £60,000. This forecast depends on securing at least ten advertising clients and maintaining consistent occupancy of billboard space.

Cost of Production Forecast

Expense	Cost (£)
LED parts and equipment	£12,000
Assembly and installation	6,000
Website development	2,000
Marketing and promotion	3,000
Business registration & legal	1,000
Office supplies & tools	1,500
Operating expenses	2,000
Contingency fund	2,500
Total	30,000

Break Even Analysis

With projected revenues of £60,000 and estimated costs of £30,000, the business is expected to reach its break-even point within 12 months. Achieving break-even will confirm the financial viability of the enterprise and provide a foundation for future expansion.

Operations and Management Plan

The plan focuses on assembling LED billboards, installing them in high-traffic areas, and managing contracts. Daily tasks include monitoring performance, updating content, and maintaining client relationships. As Managing Director, I will oversee management and finance while delegating technical, marketing, and administrative duties to ensure efficiency and accountability in the startup phase

Production of Good and Service

The main good produced is the LED billboard, assembled from purchased components. The service offered is renting advertising space to businesses, shops, restaurants, and councils. This combination allows the company to generate revenue from both the physical product and the ongoing service of displaying advertisements.

Technology Plan

The business will use energy-efficient LED panels and durable structures to ensure long-term performance. A remote content management system will be implemented, allowing advertisements to be updated quickly and securely. This technology plan supports flexibility, reduces operating costs, and aligns with modern digital advertising practices.

Human Resource Plan

The team will stay small in the first year to control costs.

- Founder / Managing Director: Oversees management and finance.
- Technical Engineer: Handles assembly, installation, and maintenance.
- Marketing & Sales Manager: Leads client acquisition and promotion.
- Finance/Admin Officer: Manages contracts and records.

As the business grows, more staff will be added for maintenance and customer support, ensuring gradual and sustainable expansion.

Expansion Plan

In the long term, I plan to expand the business to 20 billboards across different Romanian cities. Future developments will include interactive features such as QR codes and touch panels, as well as partnerships with councils for public information displays. Expansion will be financed through reinvested profits and potential external investment, ensuring sustainable growth.

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Appendices:

Appendix A – Cash Flow Forecast (Year 1)

Month	Inflows (£)	Outflows (£)	Net Cash Flow (£)
January	0	15,000	-15,000
February	2,000	5,000	-3,000
March	4,000	3,500	+500
April	5,000	3,000	+2,000
May	5,000	3,000	+2,000
June	5,000	3,000	+2,000
July	5,000	3,000	+2,000
August	5,000	3,000	+2,000
September	5,000	3,000	+2,000
October	5,000	3,000	+2,000
November	5,000	3,000	+2,000
December	5,000	3,000	+2,000

Totals (Year 1):

- Total Inflows: £56,000
- Total Outflows: £49,500
- Net Cash Flow: +£6,500

Appendix B – Break-Even Analysis

- Fixed Costs (Year 1): £30,000
- Variable Costs per billboard/month: £200 (maintenance, electricity, updates)
- Revenue per billboard/month: £1,000
- Break-Even Point: 30 billboard-months ($\approx$ 5 billboards operating for 6 months).

Appendix C – Balance Sheet (Example)

- Assets (Year 1)
- Cash: £1,000
- Investments: £10,000

- Inventories: £2,000
- Property & Equipment: £4,800

Total Assets: £17,800

Liabilities (Year 1):

- Accounts Payable: £3,500
- Accrued Wages: £2,500
- Income Tax Payable: £14,000

Total Liabilities: £20,000

Owner Equity: £2,215

Appendix D – Market Research Evidence

- PESTEL Analysis (Political, Economic, Social, Technological, Environmental, Legal).
- Competitor Analysis (traditional billboard companies, online advertising platforms).
- SWOT Analysis (Strengths, Weaknesses, Opportunities, Threats).