

B: BUSINESS BLUEPRINT

**Your Marketing, Development
and Financial Plan**



The key to your business success is planning

This document will guide you through a structured process to produce a working document detailing the marketing, development and financial plan for your Enterprise Inns pub business.

Enterprise Inns will require you to seek independent professional advice on your business plan. We will provide you with a list of specialist accountancy firms, who can provide this advice but you will need to complete your own research specific to the pub you are interested in. If you elect to use one of our nominated firms, we will make a contribution towards the cost of preparing your business plan when you complete your Retail Partnership agreement.

Remember that any business plan is a draft and that as the business develops, this will change and evolve over time. You need to be constantly mindful of changes in market forces and how they will affect your business.

Once you have taken the lease on your pub, this business plan will become a working document for you to review at regular intervals with your Regional Manager. It will be used to track your business success to date and to formulate the strategy for further success.

About you

PLEASE PROVIDE DETAILS OF THE PUB THAT YOU ARE APPLYING FOR

Name of pub

Address of pub

YOUR DETAILS

Name

Home address

Telephone numbers

E-mail address

YOUR PERSONAL PROFILE

Please describe yourself including your skills, experience, personal attributes and ambitions

YOUR PARTNER'S PERSONAL PROFILE

Please describe your partner including their skills, experience, personal attributes and ambitions

OTHER KEY MEMBERS OF YOUR TEAM

Please describe the other key members of your team

QUALIFICATIONS

Please detail below any trade related qualifications that you have

About the pub

THE LOCATION

Describe the environment in which the pub is located

THE AMENITY / FACILITY

Describe the attributes of the pub (including facilities) and the outside trading areas

LOCAL DEMOGRAPHICS AND POTENTIAL CUSTOMERS

Describe the local demographics and the type of customers that you expect to attract

CURRENT TRADING OPERATION

Describe the current trading operation, and consider whether you aspire to replicate or change the trading style

PROPOSED TRADING STYLE

Describe the style of operation which will attract potential customers

UNIQUE SELLING POINT

Describe what your pub will be famous for

Operating plan

Please consider the specific activities you will be undertaking each day to maximise the retail opportunities at the pub

Day	Daytime activity	Evening activity	Promotional activity and pricing strategy	Opening hours
Monday				
Tuesday				
Wednesday				
Thursday				
Friday				
Saturday				
Sunday				

Seasonal Events:-

Some key questions to consider

There will be lots of questions that will need to be answered before you can convert your creative ideas which are contained in your operating plan into a financial appraisal.

1. DRAUGHT BEER/CIDER POTENTIAL

Main brands	Retail price per pint (inc VAT)	Retail price per pint (exc VAT)	Cost price per pint (exc VAT)	Gross margin per pint (exc VAT)	Gross margin per pint percentage
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%

2. BOTTLED BEER/CIDER POTENTIAL

Main brands	Retail price per bottle (inc VAT)	Retail price per bottle (exc VAT)	Cost price per bottle (exc VAT)	Gross margin per bottle (exc VAT)	Gross margin per bottle percentage
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%
	£	£	£	£	%

3. WINES, SPIRITS AND MINERALS POTENTIAL

	Retail price unit (inc VAT)	Retail price unit (exc VAT)	Cost price unit (exc VAT)	Gross margin unit (exc VAT)	Gross margin unit percentage
Average wine 175ml glass	£	£	£	£	%
Average spirit 25ml measure	£	£	£	£	%
Average mineral drink 1/2 pint draught	£	£	£	£	%

4. WHAT IS THE EXTENT OF THE FOOD OPPORTUNITY?

How many covers are in the pub?	Average daily servings no.	Average retail price per serving (inc VAT)	Average retail price per serving (exc VAT)	Average weekly turnover (exc VAT)	Gross margin percentage	Average weekly gross margin (exc VAT)
		£	£	£	%	£
Restaurant		£	£	£	%	£
Bar Food		£	£	£	%	£
Breakfast				£	%	£
Sandwiches/Wraps/Other				£	%	£
Sundry food/hot drinks (snacks, crisps, etc)				£	%	£
Total				£		£

8. STAFF COSTS

	Number of staff	Hourly rates	Hours per week	Weekly cost
Bar		£		£
Chef		£		£
Kitchen		£		£
Cleaner		£		£
Doorman		£		£
Other		£		£
Total		£		£
ave rate %				
Employers National Insurance				£
Total cost				£

9. UTILITIES

	Annual cost (inc VAT)	Annual cost (exc VAT)
Water	£	£
Gas	£	£
Electricity	£	£
Other	£	£
Total	£	£

10. REPAIRS AND MAINTENANCE

	Annual cost (inc VAT)	Annual cost (exc VAT)
Compliance service health & safety	£	£
Compliance heating/maintenance	£	£
Cellar cooling	£	£
Exterior decoration	£	£
Interior decoration	£	£
Building maintenance	£	£
Other maintenance	£	£
Inventory	£	£
Total	£	£

11. INSURANCE

	Annual cost (inc VAT)	Annual cost (exc VAT)
Buildings insurance	£	£
Contents and Liability insurance	£	£
Other insurance	£	£
Total	£	£

12. ENTERTAINMENT

	Annual cost (inc VAT)	Annual cost (exc VAT)
TV costs including Sky	£	£
PRS/PPL costs	£	£
Quiz	£	£
Bands	£	£
Poker/Bingo/Other	£	£
Other	£	£
Total	£	£

13. OTHER COSTS

	Annual cost (inc VAT)	Annual cost (exc VAT)
Marketing	£	£
Advertising	£	£
Promotional costs	£	£
Stocktaker	£	£
Accountant	£	£
Other professional costs	£	£
Bank charges	£	£
Telephone	£	£
Travel/car	£	£
Cleaning materials	£	£
Waste management	£	£
Printing, stationery	£	£
Glassware crockery	£	£
Equipment hire for events	£	£
Sundries	£	£
Total	£	£

14. INITIAL INVESTMENT

	Annual cost (inc VAT)	Annual cost (exc VAT)
Trade fixtures and fittings	£	£
Security deposit	£	£
One month rent in advance & other contractual costs	£	£
Stock, glassware and cleaning materials	£	£
Legal fees, licensing and removal costs	£	£
Training fees	£	£
Cash floats & Machine floats	£	£
Initial decoration	£	£
Initial cleaning	£	£
Equipment repairs	£	£
Other	£	£
Total	£	£

Forecast maintainable P & L

This represents your view of the annual sustainable trade that may be achieved after you have developed the trade in line with your expectations. All numbers below are exclusive of VAT.

1. CALCULATE YOUR ANNUAL TURNOVER (EXCLUDING VAT)

Category	Volume (36 Gallon Barrels)	Turnover (£)	Gross margin percentage %	Cost of Sales (£)	Gross margin (£)
Beers, cider and fabs					
Wines, spirits and minerals					
Food					
Machines					
Accommodation					
Other					
Total		A			B

2. CALCULATE YOUR GROSS MARGIN PERCENTAGE

Total sales (input from section 1)		£	A
Total gross margin (input from section 1)		£	B
Gross margin percentage (divide B by A and show as %)		%	C

3. CALCULATE YOUR ANNUAL OVERHEADS

	(£)
Staff costs (excluding lessees own earnings)	
Business rates	
Utilities	
Repairs and maintenance	
Insurance	
Entertainment	
Interest including notional interest on Working Capital	
Other (includes bank charges)	
Rent payable to Enterprise Inns	
Tie release fees payable to Enterprise Inns	
Total overheads	D

4. CALCULATE YOUR ESTIMATED NET PROFIT

	(£)
Gross profit (from section 1)	B
Total overheads (from section 3)	D
Estimated net profit (B minus D)	E

5. SALES BREAKEVEN ANALYSIS

Total overheads (from section 3)	£		D
Gross margin percentage		%	C
Annual sales required to breakeven (D divided by C)	£		F
Weekly sales required to breakeven (F divided by 52)	£		

6. SENSITIVITY ANALYSIS

Impact on net profit if turnover falls 10% (B multiplied by 10% expressed as negative)	£		
Impact on net profit if overheads increase 10% (D multiplied by 10% expressed as negative)	£		

Forecast maintainable cashflow

This represents your understanding of the impact on the cashflow of the business if the forecast maintainable profit and loss account is achieved. Input these figures including VAT at the appropriate rates.

12 Months mature figures	£
Takings from drinks	
Takings from food	
Machine income	
Accommodation	
Other	
Total takings	
Wet purchases	
Food purchases	
Total salary costs	
Business rates	
Utilities	
Rent	
All other overheads	
Total costs	
VAT payments	
Business cashflow	
Loan repayments & interest	
Other*	
Your drawings	
Business cashflow (from above)	
Net Cash Inflow/(Outflow)	

*the cashflow assumes the pub is an unincorporated business, if the business will be incorporated and there are corporation tax liabilities please include corporation tax in this line.

The Business Plan for (Pub Name)

has been prepared and/or reviewed and is an accurate reflection of the business opportunity based on the information provided to me

(Name of Accountant)

(Name of Accountant's Business)

I confirm that I hold a recognised Accounting Qualification

Please state Qualifications

I confirm that I have a minimum of 3 years relevant licensed trade accountancy experience

Signed

Date

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