

# **A Business Plan for Language Centre Ben**

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**Tomas Bata University in Zlín**  
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Provedte průzkum literárních zdrojů pro založení podniku a vytvoření podnikatelského plánu.

Provedte analýzu situace na trhu ve Zlíně.

Definujte potencionální skupinu zákazníků.

Vytvořte podnikatelský plán pro Jazykové centrum Ben.

Zhodnoťte finanční stránku projektu a formulujte závěr práce.

Rozsah bakalářské práce:

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## **ABSTRAKT**

Cílem této bakalářské práce je vytvoření podnikatelského plánu pro jazykovou školu pojmenovanou Language Centre Ben. V teoretické části se zaměřuji na základní pojmy a činnosti spojené s podnikáním a v druhé části teorie pokračuju tím, jak by měl vypadat podnikatelský záměr. V praktické části se zabývám vytvořením daného podnikatelského plánu a zhodnocuji finanční stránku a proveditelnost celého projektu.

Klíčová slova: podnikání, podnikatel, podnikatelský plán, jazyková škola, finanční plán, marketingový plán

## **ABSTRACT**

The goal of this bachelor's thesis is to create a business plan for a language school called Language Centre Ben. The first part of the theoretical part consists of the basic terminology and description of activities related to entrepreneurship and in the second part of the theoretical part I deal with the topic of how a business plan should look like. The practical part consists of the business plan for Language Centre Ben and its financial analysis and evaluation of the feasibility of the whole project.

Keywords: entrepreneurship, entrepreneur, business plan, language centre, financial plan, marketing plan

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Motto:

“Only those who will risk going too far can possibly find out how far one can go.”

T. S. Eliot

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## INTRODUCTION

The main goal of this bachelor's thesis is to find out whether it is possible to start a new language school in Zlín. The goal is to determine if the project would be feasible or not, to find out how strong is the competition in Zlín, what is the current situation on the market with language education in Zlín and whether there is still a possibility of market gap or some unique niche that could be used to our advantage. I have chosen this topic because entrepreneurship personally interests me, because of its potential for changing the world in positive way, both in big or small way. The decision to make a business plan for a language school was inspired by my field of study that focuses on languages and I think that teaching foreign languages to other people is meaningful and also important profession. The name of the language school is Language Centre Ben and the purpose of the company is to teach people languages so they will enjoy speaking it and also provide accompanying services all in a warm and friendly environment. The company is going to have three owners, all of them will be also teachers. The company will offer teaching of two languages, offered languages are English and German Language, because these two languages are the most important for Czech employers.

Writing a business plan is essential step when an entrepreneur is deciding whether to start a new business. This bachelor's thesis consists of two parts, the first one is the theoretical part and the second one is the practical part. The first part of theoretical part deals with basic business related concepts and also shows my performed research of literary sources for businesses, the second part of the theoretical part deals with the theoretical description of how should a business plan as a whole look like, what particular information should be included and how should the structure of a business plan look like.

The practical part deals with the creation of the business plan for the language school named Language Centre Ben. In this part I had to think carefully about how the language school should function, what languages and courses should be offered, how the organizational structure of the company will look like and I also had to perform an analysis of situation on the market in Zlín and to define potential customer group. At the end there is an evaluation of the financial aspects of the project and also formulated conclusion.

# **I. THEORY**

## 1 ENTREPRENEURSHIP

Entrepreneurship is possibly the main impetus of modern market economies. The most important laws in the Czech Republic, which all the businesses should be subordinated to are the Civil Code, Trade Act, Labour Code and Business Corporations Act. Main goal of entrepreneurship is maximization of company value and profit for the owners. (Martinovičová et al. 2014, 13)

Profit is a prerequisite for further development of the company, e.g. for its technical development or investment to its logistics structure. (Vochozka and Mulač 2012, 34) On the other hand there are also other reasons for an entrepreneurship that are not possible to be measured as regards the economic activities, for example entrepreneurs want to do what according to them has higher and deeper meaning for them, whatever that can be for them. (Košturiak 2011, 28)

For every business there should be given primary goals and its sub-goals, both divided further into long-term and short-term time viewpoint. Short-term goal can be characterized thanks to their flexibility, they are decided and managed by middle management of the company, and normally are planned for time period of one year or less, where appropriate maximum for three years, short term goal should be set to help fulfill long term-goal. Long-term goal are for and are mainly decided by higher management and are planned for longer time period. (Podnikatel.cz 2009)

### 1.1 Entrepreneur

Entrepreneur is according to the Civil Code, (§ 420) defined as a person "Who independently carries out on its own account and responsibility a gainful activity, a trade or similar means with the intention to do so consistently for profit, is considered with respect to that profession to be entrepreneur." (Martinovičová et al. 2014, 10)

Srpová a Řehoř (2010, 30) divides entrepreneurs into two types. The first type is primary entrepreneur and the second type is secondary entrepreneur. The primary entrepreneur is physical person that is the owner of the business. The business is used as a means for business activities. The situation of secondary entrepreneur occurs when the owner of the business serves as administrator of the business and entrepreneurial functions are transferred to the business itself. Not all owners fulfill the entrepreneurial functions, because the business can be owned for purpose of rent from the business activities.

### 1.1.1 Personality of entrepreneurship

According to Martinovičová, Konečný and Vavřina (2014, 10) entrepreneurship is considered as a realization of the entrepreneurial spirit. A decision to become an entrepreneur is not the easiest one, one should consider both the advantages (e.g. freedom to fully realize their own ideas) and also the disadvantages (e.g. possibility of insolvency of strategic customers) and then choose according to it. (Kolářová 2013, 11)

Entrepreneurial spirit is a main characteristic of an entrepreneur. This characteristic is mostly inborn, but on the other hand can be also learned. (Srpková and Řehoř 2010, 34)

Based on Srpková and Řehoř (2010, 34), these entrepreneurial characteristics are divided into Dispositions and Personality traits:

#### **Dispositions**

According to Srpková and Řehoř (2010, 34), disposition is when you have a tendency to be good at something. Dispositions are divided into:

- Abilities - (e.g. social and emotional intelligence)
- Knowledge - (e.g. all the information that entrepreneur is supposed to know about law of business concerning his type of business activities.)
- Skills - (e.g. practical application of knowledge of the certain field)

#### **Personality traits**

Srpková and Řehoř (2010, 34) states that personality traits are inborn characteristics of a person and are divided into:

- Nonspecific - (e.g. temperament of a person)
- Specific - (e.g. positive outlook about the future)

According to Martinovičová, Konečný and Vavřina (2014, 10) these are the basic decisions and questions of an entrepreneur that he should consider:

- Scope of business and its form.
- The decisions about the product or service
- Target market
- Allocation of resources

Other typical characteristic traits of entrepreneurs should according to Veber and Srpová (2012, 56-58) be **endurance**, because decision to become an entrepreneur should be for longer term to be able to achieve a more apparent outcomes and entrepreneurs will have to endure many failures all of which he should persevere and learn from them.

Next is **confidence**, because the entrepreneur should be confident about his abilities and entrepreneurial ideas, and should know how to sell them to the customers.

Next is **responsibility**, because entrepreneur is responsible for and should take into account that he is in some respect responsible to all of stakeholders that influence him.

Next is **information awareness**, because entrepreneur should be prepared in all respects on all aspects of its business activities.

Next is **initiative behavior**, because entrepreneur should be proactive, because reactivity is not appropriate for the business environment.

Next is **monitoring and utilization of strengths and opportunities**, entrepreneur should take note of the strengths and opportunities that can be used as an advantage for his business activities.

Entrepreneur should take note of the **concept of price - quality - time**, because these key competitive attributes are used for obtaining customers.

The entrepreneur should also **strive for success**, whether an objective success that expresses, for example results of operations, as well as subjective success that the entrepreneur feels of his business, e.g. development surrounding environment.

The entrepreneur must also **behave rationally**, and take note that a large part of the case of company's failures is his fault.

The last characteristic is **respecting the surrounding reality**, entrepreneur should take note of the constantly changing world of his particular business and the world as it is.

## 1.2 Business

According to Vochozka and Mulač (2012, 35), every entrepreneurial subject, regardless of its legal form that administer economic activity is considered as a business.

Business is main institution created for business activity, where there is a change of input to output. It is an economic unit which is legally autonomous and is used for business purposes. It can therefore enter into legal relations with other market subjects. (Srpková and Řehoř 2010, 35)

For the process of production of goods and services, all businesses require specific factors for its production. These factors are labor, natural resources and capital, the principle is to transform inputs into the outputs with emphasis on the highest possible efficiency. (Jurečka 2013, 30)

### **Business consists of these basic properties:**

- Tangible property
- Intangible property
- Personal property (Vochozka and Mulač 2012, 35)

According to Vochozka and Mulač (2012, 35) the main functions of business are:

- Production (regardless whether it is a product or service)
- Supply (depends on market demand)
- Scientific and technological function
- Economic function
- Social functions and political functions
- Educational and cultural function
- Security function and social responsibility

Beyond the objective of increasing the value of the property of owners, it is required to increase value as well for stakeholders, because their needs and requirements are also influencing the business in many different ways. (Martinovičová 2006, 10)

### **Lifecycle of Business**

During its life, business undergoes different stages of existence. These stages are called Growth, Stabilization, Crisis and Decline. Over the life course of the business, the business

reaches individual stages of the lifecycle, every stage need a different method of strategy. For start-ups the growth stage is the most important and essential stage of growth. (Srpová and Řehoř 2010, 42) The main objective of the business should be a permanent existence without the last stage. (Vochozka and Mulač 2012, 167)

### **1.3 Types of Businesses in the Czech Republic**

There are two main forms of businesses in the Czech Republic. The first form is Natural Person and the second is Legal Entity, Legal Entity is further divided into Partnerships, Capital Companies and Cooperatives. Each of the form has a different and specifically created properties for a different type of business. Entrepreneurs should know the differences, so the appropriate type of entity for their specific business can be chosen. Legal entities are considered to be more administrative demanding.

According to Kolářová (2013, 12) before entrepreneur sets up a new business, he should consider many different factors according to which to chose the most appropriate form for his business, these factors are for example.

- The number of founders
- Requirements for registered capital
- The extent of liability for the obligations
- Financial possibilities
- Administrative and Tax burden, and Legal framework for business activity etc.

### **1.4 The Establishment of Limited Liability Company**

For the company Language School Ben I have chosen as a legal entity the Limited Liability Company, because Limited Liability Company, which is one of the form of Capital Companies, can have from 1 to 50 of shareholders, it is one of the simplest type of legal entities and includes many elements of personal companies that are useful for purposes of our company. Limited Liability Company is described in detail in Czech Commercial Code. (businesscenter.cz 2014)

These are the required steps according (businesscenter.cz. 2016) in the process of establishing of Limited Liability Companies.

1. Writing a Memorandum of Association, or Deed of Foundation in the form of a notarial deed



2. Paying up the capital of the company, or parts thereof
3. Obtaining trade license
4. Company registration in the commercial register
5. The company registration with the tax authorities

### **Writing a Memorandum of Association, or Deed of Foundation in the form of a notarial deed**

Limited Liability Company is founded by signing Memorandum of Association or Deed of Foundation, which must be notarized. (Kolářová 2013, 17)

Kolářová (2013, 17) states that the Memorandum of Association (or Deed of Foundation) shall contain the following information.

- Company name and registered office
- The determination of associates by stating the name of the company and seat of the legal entity or the names and addresses of each individual
- Scope of business
- The amount of registered capital and the amount of the contribution of each partner, including the manner and time limits for repayment of the deposit
- Names and addresses of the directors of the company and the way in which they act on behalf of the company
- If the Supervisory Board is established, the names and addresses of members must be included
- Determining deposit administrator
- Other information

### **Paying up the capital of the company, or parts thereof**

Manner of the repay of the deposit is specified in Memorandum of Association, usually the payment is to the bank account. (businesscenter.cz. 2016)

### **Obtaining trade licenses**

The application for registration with business register must be accompanied by the appropriate business licenses (trade licenses, concessions, etc.). (businesscenter.cz. 2016)

**Company registration in the Commercial Register**

In order to be registered in the Commercial Register, entrepreneur must apply for registration in the Commercial Register, signed by all the directors of the company.

Srpová and Řehoř (2010, 77) states that the the proposal must be accompanied by the following documents:

- Memorandum of Association or Deed of foundation
- Listing with criminal records of all executive directors
- Extract from the real estate cadastre with evidence related to ownership of the real estate of the residence of the company
- Business license or other authorization
- Statement of deposit administrator
- Consent of the husband or wife, if using a united matrimonial property
- Signature specimen and a statutory declaration of managing director

**The company registration with the tax authorities.**

"One of the first duty of the new company is its registration with the relevant tax authority." (businesscenter.cz. 2016)

## 2 BUSINESS PLAN

"By failing to prepare, you are preparing to fail."

- Benjamin Franklin

Business plan is a written document created by an entrepreneur, it should describe both internal and external factors that are important for planning of a new business venture. Business plan is created for internal and also external users. In the context of internal purposes, the business plan serves to the founder as a kind of map and also can be used for employees for deeper familiarization with the situation of the certain company. As for external purposes, the business plan is required for banks or other different types of investors. (Srpová and Řehoř 2010, 59)

Considering the web page (Business.tas.gov.au 2016), "a well written business plan will help you clarify how you will achieve business success and give others confidence in your business."

Business plan is created by potential entrepreneurs who have the desire to start their own business, but also by existing businesses for purposes of extension and even reduction purposes. Business plan has an important role in financing from banks as well as individual investors. The ideas that were previously only vague and unclear in entrepreneurs mind, should attain concrete and logical form. (Červený et al. 2014, 1)

It is important to have a plan and know what the requirements for the planning process are. According to Koráb, Řežňáková and Peterka (2007, 9-11) the basic planning process consists of three steps:

**1) To understand who we are.**

This includes the type of product or service, whether the company has any competitive advantage. The knowledge of the customers and in what market segment is the company going to be operating. The company must also be aware of its internal strengths (e.g. innovations in technology) and weaknesses (e.g. financing) and also its external opportunities (increasing demand) and threats (competition).

**2) To decide where we want to go.**

The company needs to know its long term goals and short term milestones, both of which should be set according to the SMART criteria, standing for Specific, Measurable, Achievable, Realistic and Timeable.

**3) To plan how are we going to get there.**

The company needs to have its strategy plan, marketing plan, financial plan and also well coordinated all other parts of the business.

## **2.1 Principles for Writing a Business Plan**

When creating a business plan the following principles should according to Srpová and Řehoř (2010, 60) be taken into account:

### **Innovative**

The product or service should offer some unique feature, add more value to the target customer, that is the added value of the product or service should be higher than that of the competition.

### **Clear and concise**

The business plan should be written in simple and coherent manner, all sentences should have simple structure and adjectives should be used only occasionally, all this although not at the expense of important facts.

### **Logical and clearly arranged**

All the information stated in the business plan should be based upon verified and substantiated facts, no information given should contradict to another. The information and facts should be supported by accompanying tables and graphs.

### **True and realistic**

All information given should be truthful and should take into account realistic assumptions of further development.

### **Respectful of risk**

Although the future is difficult to predict, the business plan will look more credible if the entrepreneur knows the possible risks for the company and has a plan how to eliminate or mitigate their consequences.

The first impression of the whole business plan is very important and this fact should be used as advantage.

Finch (2006, 12) states that the presented document should be:

- Persuasive
- Overall appearance should look good
- No grammatical or spelling mistakes
- No numerical mistakes, and numerical errors

- All the important issues should be covered
- Contains the necessary supporting information

## **2.2 Structure of a Business Plan**

There are many ways how could a business plan look like, because structure and content of a business plan is not fixed, but some attributes should be in all business plans. Business plan is part of the planning process, so the process should be in constant renewal and the information should be modified and renewed after certain time. (Koráb et al. 2007, 36)

Content of the business plan depends on the target reader, whether it is a potential investor or a bank, the potential investor could be more interested in the idea than the financial plan, on the other hand the bank will be more interested in financial structure of the business plan, everyone wants something different, some investors are time restricted so they prefer shorter business plans others are on the contrary interested in more detailed business plans. (Srpková and Řehoř 2010, 14)

The structure of the business plan should consists of the following parts:

1. Title page and content
2. Executive summary
3. Description of the company and business opportunity
4. Objectives of the company and owners
5. Description of the product or service
6. Market analysis and description
7. Marketing plan and business strategy
8. Management and organizational plan
9. Risks factors and prerequisites of success
10. Financial plan
11. Appendices (Srpková et al. 2011, 14-15)

### **2.2.1 Title Page**

On the title page, there should be a brief content where you can find all the essential information that are important for the reader of the business plan:

- Name of the company
- Location of the company
- Information about the company
- Contact information
- The description of the company
- The basic organizational structure of the company
- Simplified description of financing of the business (Koráb et al. 2007, 36)

### **2.2.2 Executive Summary**

Executive summary is a summarization of the full business plan, it states what the reader can expect on upcoming pages, and it should present the business idea of the founder in a way that readers will understand it. Executive summary serves as a main promotion of the business plan. (Shelton 2014, 63)

Executive summary includes the basic information about the company. It contains all the basic information and data, e.g. all owners, organizational structure of the company, what type of service or product does the company offers for the target customer on specific market, what type of competitive advantages does the company have. Also description of that particular target market and what marketing strategy will the company use for communication with the customer. At the end there should be a summary of the key fact from the financial plan. If the business plan is made for external potential investors, for them it is a crucial decision element if they will even read the entire business plan. (Koráb et al. 2007, 74) It should clearly emerge whether the purpose of the business plan is to serve as an operating manual for entrepreneurs or as a means for obtaining external financing. (Červený et al. 2014, 178)

### **2.2.3 Description of the Company**

In the description of the company it is accurately described what type of business, its legal form, ownership relationships and key business venture will be. (Koráb et al. 2007, 75) Describes the development of the company to the present day and its situation, then also

basic contact information - such as names, addresses, date of establishment, line of business and in what field does the company operate. (Wupperfeld 2003, 36)

It is described whether it is a service or manufacturing enterprise. What is unique for the product or service and whether it has any potential impact on the environment. Addresses the issue on what market is the company entering and whether there is a competition, if yes how big and strong. At what stage is the company in present situation if it is just in the initiation of start-up, expansion, or if it is being taken over by an existing business. What is the location of the company, whether we rent or own the registered office. Description of the surrounding environment should also be provided. (Červený et al. 2014, 180)

### **Swot analysis**

The company should be aware of its strengths and weaknesses both of which the company can have an effect on, but also of the Opportunities and Threats which the company cannot influence, but can better prepare for it and adapt to the particular situation if needed. For this purpose there is a SWOT analysis, which is an analytical tool for the identification of the individual factors. (Červený et al. 2014, 135)

Based on Košťán and Šuler (2002, 55), these factors are:

**Strengths** - Positive internal factors that a company can influence and can use them as competitive advantage on the target market.

**Weaknesses** - Negative internal factors of the company, which could lead to lower organizational performance data.

**Opportunities** - Positive external factors that are currently occurring or will occur in the future and could affect the company if used as an advantage.

**Threats** - Negative external factors that are currently occurring or will occur in the future and could unfavourably affect the company.

#### **2.2.4 Description of the Product or Services**

This section describes either the product or service provided by the company. The product is generally understood as the result of input factors. (Jurečka 2013, 131) It is a major part of the company's income. There should be a detailed description of the product or services and its features. There is no need to go into technical detail, but rather to assess our product or service in terms of perspective of potential customer. (Srpová a Řehoř 2010, 61)

It should also be noted what additional services will also be offered and whether we will ensure all processes associated with the production of the product or service on their own or in cooperation with partner companies. It is also necessary to disclose financial information related to the product or service and what will be the final price for the customer. (Wupperfeld 2003, 19)

### **2.2.5 Market Analysis**

This part describes analysis of the competition on the particular target market. Description of the competition and how they could affect our business. It deals with the analysis of the whole sector in which the company will operate. And last but not least, there is an analysis of potential customers of the company. (Koráb et al. 2007, 36-37)

### **2.2.6 Marketing Plan**

Marketing plan is one of the most important strategic plan for the company, it deals with the promotional and sales strategy of the company in the upcoming period. Without the marketing plan the company will not be able to have customers for its product or service. It is therefore important to find a way how to be in the market better than the competition. (Koráb et al. 2007, 82) For the product or service to be on the market successful, you need to know the requirements of target customers and adapt marketing strategy to them. It is therefore necessary to clearly determine the pricing policy and communication with customers must be at a high level of quality, it is also necessary to establish the appropriate channels of distribution and sales system. For this strategy to be appropriately selected, you need to know about the target market, target customers, and the competition. (Srpková 2007, 21)

### **Marketing Mix**

Based on Vaculík (2003, 139), Marketing mix 4P is a method in which four marketing tools are used for selecting the most appropriate marketing strategy.

- **Product**- description of a product
- **Price** - description of a product price policy
- **Place** - description of a distribution means of the product to the customer
- **Promotion** - description of promotional product strategy.



Marketing mix 4P can be based on Janečková and Vašítková (2000, 29-31) further modified for services by adding another 3P. These three P's are:

- **Physical evidence** - focusing on materialization of services
- **Process** -focusing on the process of providing services
- **People** - focusing on human resources

Based on Srpová and Řehoř (2010, 198), there is also another type of marketing mix called 4C, this type of marketing mix is specially based on customer orientation, it consists of the following parts:

- **Customer**
- **Cost**
- **Convenience**
- **Communications**

### **2.2.7 Organizational Plan**

This part of the business plan deals with the structure of management and employee base of the company. There is in detail described who is in the lead the company and what their previous experiences and education were. There is in detail described the structure of employees in the company, how many people it employs, what their training and experience is and what their work consists of and who holds the key and strategic positions. (Wupperfeld 2003, 56 - 57)

It is stated whether the management has the proper leadership and managerial and business experience in the appropriate background or has an experience with the same type of business. Description of the organizational structure of the company should be in more detail described in this section, and also description of persons, their salaries and who will be responsible for the communication of state authorities. (Červený et al. 2014, 180)

### **2.2.8 Financial Plan**

Financial plan shows the presumed feasibility of the project from a financial point of view. (Srpová and Řehoř 2010, 65)

Based on Koráb, Řežňáková and Peterka (2007, 88), financial plan should contain these fundamental financial statements:

- **Cash flow statement**
- **Income statement**
- **Balance sheet**

### - Breakeven point analysis

Detailed description of these basic financial statements is provided further in this section.

#### 2.2.8.1 Cash flow statement

Cash-flow statement shows the representation of how earnings were formed in past and what the company spending were used for.

Srpová and Řehoř (2010, 321) divides cash flow statement into three parts:

- **Operational Cash flow** - Operational Cash flow indicates revenues and expenses related to the main activity of the company.
- **Investment Cash flow** - Investment Cash flow indicates changes in the long-term assets of the company.
- **Financial Cash flow** - Financial Cash flow gives information on historical changes in the financial structure of the company.

For monitoring of the Cash Flow it can be used either direct or indirect method.

#### Direct method

Direct method is used in the planning of income and expenditure in a short period of time and also is used by smaller businesses. (Koráb et al. 2007, 136)

*Table 1: Direct method of cash flow (based on Srpová and Řehoř 2010, 322)*

<b>Opening balance of cash</b>
+ Revenues for the particular period
- Expenses for the particular period
<b>= Closing balance of cash</b>

#### Indirect method

Indirect method is based on using information from the balance sheet and profit and loss statement. (Srpová and Řehoř 2010, 322)

*Table 2: A simplified indirect method of cash flow (based on Srpová and Řehoř 2010, 322)*

<b>Opening balance of cash</b>
+ profit (after payment of interest and taxes)
+ depreciation (reduced reported earnings but not cash outlay)
+/- other expenses (revenues), do not result in the movement of money

<b>Cash flow from operating activities</b>
+/- increase/loss of fixed assets, purchased shares, bonds, etc.
<b>Cash flow from investing activities</b>
+/- increase/loss of long-term debt, equity and other financial resources, etc.
<b>Cash flow from financing activities</b>
<b>Closing balance of cash</b>

### 2.2.8.2 Income statement

Profit and loss statement shows movement of revenues and expenses in the reporting period. The difference between revenues and expenses for the reporting period reflects the profit, it may be a gain if the profit is positive, or if the profit is negative it is a loss. The following table 3 shows simplified structure of income statement. (Soukupová and Strachotová 2005, 31-32)

*Table 3: Simplified income statement (according to Soukupová and Strachotová 2005, 31-32)*

Revenues from sold goods
Cost of goods sold
<b>+ Sale margin</b>
<b>Production</b>
Revenues from own products and services
<b>Production consumption</b>
Material and energy consumption
Services
<b>+ Added value</b>
Personal expenses
Taxes and fees
Depreciation of intangible and tangible fixed assets
Other operating revenues
Other operating expenses
<b>* Operating result</b>

Revenues from sales of securities and shares
Sold securities and shares
Income from financial assets
Costs of financial assets
Interest revenue
Interest expense
Other financial revenues
Other financial expenses
<b>* Financial results</b>
Income tax on ordinary activities
<b>** Profit on ordinary activities</b>
* Extraordinary profit
<b>**** Net profit for the period</b>

### 2.2.8.3 Balance sheet

Balance sheet contains records of company property (known as assets) and resources (referred to as liabilities) which were used for financing. When setting up a company entrepreneurs should make the first balance sheet of the company named initial balance sheet, which contains a property that entrepreneur inserts to the company and information about the sources of its financing. Assets must be in the balance with liabilities. (Srpová and Řehoř 2010, 314-317)

Table 4: Simplified balance sheet (according to Srpová and Řehoř 2010, 317)

ASSETS	LIABILITIES	
Fixed assets	Long-term funding sources	Equity
Intangible fixed assets		Registered capital
Tangible fixed assets		Capital funds
Long-term financial assets		Reserve funds
		Profit / loss - previous years
		Profit / loss - current year
		Other long-term sources
		Long-term liabilities
		Long-term loans
Current assets	Other short-term funding sources	
Inventory	Short-term liabilities	
Receivables	Short-term loans	
Short-term financial assets		

### 2.2.8.4 Breakeven point analysis

The breakeven point is the level of performance resulting into payment of fixed and variable costs, in this point company does not have any gain or loss. It is determined for homogenous and heterogeneous production. (Matinovičová et al. 2014, 62-65)

#### Homogenous production

Homogenous production formula is used when the production volume can be expressed in natural units. (Matinovičová et al. 2014, 62-65)

Table 5: Breakeven point for homogenous production (own creation)

$q(\text{BEP}) = F/(c - v)$
q - Breakeven point
F- Fixed costs
c – Price
v - Variable costs

**Heterogeneous production**

Heterogeneous production formula is used when the production volume is expressed in monetary units. (Matinovičová, Kopecký and Vavřina 2014, 62-65)

Table 6: Breakeven point for heterogeneous production (own creation)

$Q (\text{BEP}) = F/(1-v)$
Q - Breakeven point
F - Fixed costs
(1-v) - Contribution to cover fixed costs and making a profit at CZK 1 of production volume
v - Average variable cost for 1 CZK of production volume

**2.2.9 Risk Factors**

New company is facing many risks that will influence future development particularly during initiation stage. Entrepreneurs should take into account all the risks and they should also prepare a plan with strategy dealing with how they would manage the possible risks. (Wupperfeld 2003, 157)

Koráb, Řežňáková and Peterka (2007, 89-93) states that there are four steps in risk management:

- Identification of risk factors
- Risk quantification
- Planning of crisis scenarios
- Monitoring and management of risk factors

By stating all the possible risks entrepreneur shows that he is conscious of all the parts of the business plan, if the entrepreneur would claim that his business plan is without risks, he

would not be taken seriously. Importance of the influence of the risks on our business can be lowered by proving that chance of happening of certain risk is very low, that the consequences would not be a threatening or by the explanation of how could be risks successfully dealt with. (Finch 2006, 93)

### **3 SUMMARY OF THEORETICAL PART**

At the beginning of the theoretical part, there is provided a description of basic business concepts, for example what is entrepreneurship and who is an entrepreneur. Then it is dealt with what types of businesses do we have in the Czech Republic, this part is further divided into Natural Person and Legal Entities. Legal Entities are further divided into Partnerships, Capital Companies and Cooperatives. Next is a description of the necessary steps that everyone who wants to go through the process of establishment of a Limited Liability Company must undergo. Next part of the theoretical part is the description of business plan itself, who and for what reasons should write a business plan. What principles should we take note when we are writing a business plan. There is also in detail described how the structure of a business plan should look. All the parts of the structure of a business plan are described and explained in details.



## **II. ANALYSIS**

## 4 THE BUSINESS PLAN

### 4.1 Title Page

#### A Business Plan for Language Centre Ben

**Name of the company:** Language Centre Ben

**Legal form:** Limited Liability Company / s.r.o.

**Residence of the company:** Zlín, Osvoboditelů 445

**Date of establishment:** 1 August 2018

**Created by:** Stanislav Grec

**Associates:** Mária Antalová, Luong Hai Yen

**Telephone:** 733 479 239

**E-mail:** Stanislavgrec@email.cz

**Address of a founder:** Kateřinice 324, 75621 Ratiborž

**Website:** [www.jazykyben.cz](http://www.jazykyben.cz)

**Scope of business:** Organization of language courses, training and other educational activities including lectures.

**Financing:** The registered capital of 500 000 CZK

**Deposits of individual partners:** Stanislav Grec - 166 667 CZK

Mária Antalová - 166 667 CZK

Luong Hai Yen - 166 667 CZK

#### **Purpose of the Company**

To teach people languages so they will enjoy speaking it and provide accompanying services all in a warm and friendly environment.

## 4.2 Executive Summary

**Logo:** Can be found in Appendix IV.

**Main characteristics:** Language Centre Ben is going to be a new language school in Zlín which is the capital city of Zlín Region. The company will offer mainly language education services, but also translation services, proofreading and interpreting services. The competition in Zlín is very abundant and of a very good quality. On the Zlín market with language education services there can be found over 20 similar competitors companies. Our customers will be all people who are interested in learning a new language, without regards to any specification. We provide language services to anyone who is interested, even though we are aware that an important part of the company's clientele will consist of Zlín companies and also companies from Zlín surroundings. The main task for the first year will be to survive the first year of operation on the Zlín market for language education services and also to build a strong and loyal customer base. We take note of possible risks our company will face, most importantly the lack of initial customer base and the fierce competition on the market. The location of the company is Osvoboditelů 445, which is a very good position, because it is near the city centre. The company is going to have three associates. The share of individual associate is a direct equivalent to one third. Legal form of the company is going to be a Limited Liability Company/ Společnost s ručením omezeným, hereinafter referred to as s.r.o. Managing Director will be Stanislav Grec, he will be dealing with daily running of the company, administration work and also legal representation with the state authorities. All three of the associates will be working as a teachers. The company is going to be financed with the basic deposits of all three partners, each of 166 667 CZK, in total 500 000 CZK.

*Table 7: Basic structure of the total proportion of basic capital in the company (own creation)*

Associates	Deposit	Share
Stanislav Grec	166 667	1/3
Mária Antalová	166 667	1/3
Luong Hai Yen	166 667	1/3
<b>Total:</b>	<b>500 000</b>	<b>100%</b>

### 4.3 Description of the Company

The Language Centre Ben is going to be a new smaller language school in Zlín, which is the capital city of Zlín Region. There are probably many potential customers in Zlín, both individuals and companies. The Language Centre Ben is going to have three owners, all the owners will have the same share on the profit of the company.

Managing director of the company will be Stanislav Grec, his other responsibilities will include dealing with daily running of the company, administration work and legal representation with the state authorities. The company is going to be located near the city centre at the address Zlín, Osvoboditelů 445. Premises will be rented. This location is very good place for its strategic position advantages, because it is near city centre, there is bus stop "Školní" nearby, there are also many schools, both elementary and high school and kindergarten in the surrounding location and also nearby there is University of Thomas Bata, regardless the type of the school all of them have many potential customers.

The aim of the company is to provide language education services and other services among others including translation, interpretation and proofreading. In the first year, the main objective will be to survive the startup phase, so there will only be three teachers (owners).

Emphasis will be put on the quality and flexibility of the teachers. The company will provide language courses in English language and German language, both at six levels according to Common European Framework of Reference for Languages. The company will offer individual courses, half-year group course, one year post-school-leaving exams courses, corporate courses and exam preparation courses. The company is going to be financed with the basic deposits of all three partners, each of 166 667 CZK, in total 500 000 CZK.

#### 4.4 Description of the Services

Languages that will be taught in the Language Centre Ben will be English and German language, this decision was made after analysis of the most demanded languages in the Czech Republic according to (profesia.cz 2014). From the following table 8, it is clear that the demand is the biggest for English and German language.

*Table 8: Demand of foreign languages as required by employers (own creation according to profesia.cz 2014)*

Foreign language	The proportion of demand for foreign languages by employers in the Czech Republic
English	54,40%
German	16,60%
French	1,20%
Russian	1,20%
Italian	1%

The main aim of the company is to provide language education services, the company is going to provide five types courses. Description of pricing strategy is provided in section marketing plan. Types and its pricing is described in table 9.

*Table 9: Types of courses provided and pricing (own creation)*

Type of course	Details
Individual course	220 CZK/ 1 hour
Half-year group course	5 500 CZK for one semester
One year post-school-leaving exams course	From September to June 24 000 CZK
Corporate course	400 CZK/ 1 hour
Exam preparation Course	3500 CZK/ 2 hours in 23 weeks

The courses are going to be divided into six levels of knowledge of the language according to Common European Framework of Reference for Languages (CEFR), which is a

framework of reference for language, this system is used in Europe, but also in other countries of the world. It provides complex view at level of language that the user of the particular language has. It is used for curriculum guidelines and also for creation of language syllabuses. It is divided into six types of language proficiency level. (Council of Europe 2014). The division is shown in the table 10 below.

*Table 10: Division of levels of the language proficiency according to CEFR (own creation according to portaljazyku.cz 2008)*

Level according to CEFR	Description
A1	Beginner
A2	Elementary
B1	Intermediate
B2	Upper intermediate
C1	Advanced
C2	Proficiency

Teaching of languages will be focused on all areas of language understanding, with the communication and practical usage being the most important part, other areas, that is grammar, listening, reading, writing and vocabulary will be also thoroughly explained and taught by means of the newest teaching methods available.

The language courses will be taught with the newest didactic methods, with emphasis on friendly and communicative environment. The priority of offered services will be high quality and flexibility, the customer will be offered to use teaching via Skype if the customer will not be able to come personally or will need additional lessons. The maximum number of students in group course and half-year courses will be 6 student, for a better focus on individual style and personality of students and increased quality of education. Preparation courses will be focused on the acquisition of knowledge to obtain language certificates for English language - Cambridge ESOL (levels: KET, PET, FCE, CAE and BEC) and for German language - Goethe-Zertifikat (A1 - C1 and ZertifikatDeutschfür den Beruf for business German)

In addition to the language education services, the company will of course be offering additional services including translation, interpretation and proofreading. Standard page for

the translation services having 1800 characters. Description of pricing strategy is provided in section marketing plan.

*Table 11: Additional services price list (own creation)*

Other services	Price
Translation	According to the text complexity, from 230 to 330 CZK/ per standard page
Interpretation	500 CZK/ 1 hour
Proofreading	180 CZK/ standard page

#### 4.5 Market Analysis

In this section dealing with market analysis, the current situation on the market of language education services providers in Zlín is described. Five of the companies from the competition were chosen and are described in further depth in this section.

For the location of the Language School Ben, it has been chosen city Zlín. According to (czechindex.cz 2016), Zlín had 75 278 inhabitants for year 2014. Unfortunately, there are many well established language schools or similar institutions providing language service education, the number of direct competition is more than 20 and there are also many individuals offering language teaching. This probably indicates that the demand for language education in Zlín is high and the number of potential customers is also high. The high number of competition could also imply that the market with language education in Zlín is oversaturated.

The following section describes five selected competitors in Zlín providing similar services as Language Centre Ben.

##### **Lingua s.r.o.**

**Address:** nám. T. G. Masaryka 2433, 760 01 Zlín

**Languages in the offer:** English, German, French, Russian, Japanese

Lingua s r.o. is one of the longest and traditional language school operating in Zlín, it has been in Zlín for more than 21 year. It offers many courses (e.g. one year full post-secondary studies, one year attendance courses, public courses, courses for preparation for language

exams, courses for a preparation for the state high school graduation from a foreign language, course for children, courses for seniors called LINGUA 55+, short courses, private lessons and small groups company courses). Lingua also offers translation services, interpreting services and e-learning.

**Skřivánek s.r.o.**

**Address:** Bartošova 4341, 761 77 Zlín

**Languages in the offer:** English, German, French, Spanish, Italian, Russian, Czech for foreigners

Skřivánek s.r.o. is a company that operates in Zlín for more than 20 years and offers these various courses (public courses, one-day courses in business English, English for children, language exams preparation courses, FLEXI courses, corporate courses). The company also provides translation, interpretation and localization services. The company has many unique advantages, for example is contractor for the European Union, has mobile application Language English Skrivanek, and provides language audits.

It has offices in several locations in the Czech Republic including Zlín.

**Jazyková Škola Amádeus s.r.o.**

**Address:** nám. T. G. Masaryka 1280, 760 01 Zlín

**Languages in the offer:** English, German, French, Italian, Spanish, Russian

Jazyková Škola Amádeus s.r.o. offers these courses (group courses, company courses, courses for children). The courses are both for beginners and advanced, difficulty is up to a conversation with a native speaker. The company also offers private consultations and training in companies.

**Jazyková Škola ONLY4 s.r.o.**

**Address:** Zarámí 4077, 760 01 Zlín

**Languages in the offer:** English

ONLY4 s.r.o. operates in Zlín since 1997, it offers very innovative approach to education and innovation in teaching methods. Its group courses are limited to only four students in class and are done with emphasis on communicative teaching style. The company offers these types of courses (short courses, courses for children, week intensive courses, corporate and individual courses, summer conversation classes). It also offer summer



camps for children. The language school also offers additional services, for example translations, sales of English textbooks, rental of classrooms, school library and Cambridge exams.

**Atypiko jazyková škola s.r.o.**

**Address:** Štefánikova 2529/17, 760 01 Zlín

**Languages in the offer:** English, German, French, Spanish, Russian, Italian, Chinese

Atypiko jazyková škola s.r.o. is one of the youngest language school in Zlín and offers these courses (individual courses, courses for couples, group courses, company courses) Outside of these five major companies operating in Zlín, there are at least another 15 comparable companies offering more or less similar services in language service education.

## **4.6 Marketing Plan**

The marketing plan describes the strategy of the Language Centre Ben, this part includes 4Ps of marketing and SWOT analysis. Also at the end of this section the target customer is defined.

### **4.6.1 Marketing Mix 4P**

This section describes marketing mix 4P of the company.

#### **Product**

We are going to offer two languages, English and German language. The courses are going to be divided into six levels of knowledge of the language according to Common European Framework of Reference for Languages. The language course will be taught with the newest didactic methods, with emphasis on friendly and communicative environment The priority of offered services will be high quality and flexibility, the customer will be offered to use teaching via Skype. The maximum number of students in group courses will be only 6 per group.

#### **Price**

Prices of offered courses and services were set after analysis of prices of the competition, prices were set slightly lower than competition.

The company will use these prices for the first year. Next year, the prices will be modified according to further analysis and customer feedback.

Table 12: Summary of pricing of all services (own creation)

Courses and services	Price
Individual course	330 CZK/ 1,5 hour
Half-year group course (6 students)	5 500 CZK for one semester
One year post-school-leaving exams courses	September - June 24 000 CZK
Corporate course	250 CZK/ 1 hour
Exam preparation courses	3500 CZK/ 2 hours in 23 weeks
Translation	According to the text complexity from 230 to 330 CZK/ per standard page
Interpretation	500 CZK/ 1 hour
Proofreading	180 CZK/ standard page

### Place

The Language Centre Ben will be located in Zlín, Osvoboditelů 445, the building of the languages school is located in very strategic position near the city center, there is a car park across the street, accessibility for residents of Zlín and its surroundings is very good, there is bus stop named "Školní". In the area there are many schools nearby and also Tomas Bata University.

### Promotion

Language Centre Ben will be promoted through newspaper advertising, radio advertising, pay per click online system and the company will also be registered in online databases of companies. Monthly costs for advertisement are stated in table 13.

Table 13: Marketing costs in the first year of business for one month (own creation)

Advertisement	7 500
Newspaper Advertising	1 500
Radio advertising	3 000
PPC	3 000
Online databases of companies	0

#### **4.6.2 Target customer**

All the inhabitants of Zlín and its surrounding that are interested in learning a new language are all potential customer. The location is also good opportunity for students of elementary, secondary schools and students of Tomas Bata University. The goal of the company is also to have stable customer base amongst the companies in Zlín and its surrounding. As was mentioned, the market with language service education in Zlín is probably oversaturated, so it will be more difficult to reach the target customer. The company will try to reach the customer by different means of advertisement. In the first year, the company will use newspaper and radio advertising, pay per click system and also leaflets. Customers can always visit our web page, where all the necessary information about the courses can be found.

#### **4.6.3 SWOT Analysis of the Company**

In this section, the swot analysis of the company is provided.

##### **Strengths of the company**

Amongst the strengths of our company, the location was included, because the company is situated close to the city centre, which is good for the customers for its convenience, there is a bus stop "školní" nearby and opposite the street is a car park. There are a lot of potential customers nearby, because of the location where a lot of schools are situated. Next strength is the low maintenance of administration of the company, because only three people are employed. Another strength is price/quality ratio, be offer the best service for a reasonable price. Last but not least, employees and their personal approach with emphasis on individuality, flexibility and friendly atmosphere is also considered to be a strength.

##### **Weaknesses of the company**

On the other hand our company has also weaknesses. The biggest weakness for us is that we are a new language school on the target market where we offer basically no differentiation in comparison with most of our competition, because our company is new on the marker so it has no stable customer base and owners of the company lack experience with entrepreneurship and teaching. The financing of the company is also not as strong as we would wanted.

**Opportunities of the company**

The company could use as advantage some of the opportunities that are or will be available. After the survival of the first year on the market, we should expand the number of courses offered and there is also possibility of market expansion for example to another city or to another potential customers in new target groups. Nowadays, most of employers require language as a primary skill for being successfully hired. In near future the company will put emphasis on increased use of technology for language teaching.

**Threats of the company**

The biggest threat for our company is the fierce completion in Zlín and its surrounding. There is also another type of competition that is in form of technological internet based platform. Unemployment is also a threat because people could start spending less money of their lowered income on language learning and other educational services. There is also a chance of new legislative changes that could lower our revenues and expose us to risk of insolvency. Serious illness or even death of one of the owners would have catastrophic consequences for our business.

Table 14: Swot analysis of the company (own creation)

<b>SWOT analysis</b>		
	<b>Strengths</b>	<b>Weaknesses</b>
<b>I n t e r n a l</b>	• Location	• The uncertainty of profit
	• Low maintenance of administration	• Lack of experience
	• Personal approach	• Little differentiation
	• Price/quality ratio	• Financing
	• Employees	• No customer base
	<b>Opportunities</b>	<b>Threats</b>
<b>E x t e r n a l</b>	• The expansion of the courses offered by the language school	• Legislative changes
	• Market expansion	• Competition in Zlín
	• Various target groups	• Completion of other platforms
	• Language requirements of employers	• Unemployment
	• New technologies	• Illness/death of one of the owner

## 4.7 Organizational Plan

Table 15: Opening hours (own creation)

Days	Opening Hours
Monday - Wednesday	8- 17
Thursday- Friday	8-16
Saturday - Sunday	Closed

The Language Centre Ben is going to be have only three teachers for the first year, all of them are also owners. After survival of market entry the company will be hiring employees who are native speakers and will also have more teacher that will be working on Agreement on Work Performance Contract. The main requirements for the employees is that they need to have a university degree in the relevant field. We also give a big importance on quality and flexibility of all teacher. Every students is different in some way and we will take a personal approach for every student. Managing director of the company will be Stanislav Grec, his responsibilities will be dealing with daily running of the company, administration and legal representation.

Questionnaires about quality of the teaching will be given to student, the data will be used for further improvement.

Owners of the Language are Centre Ben:

1) **Stanislav Grec** - English Language

Education: English for Business Administration, Tomas Bata University

Information: Stanislav has experiences with a language school administration.

2) **Mária Antalová** - English Language

Education: English for Business Administration, Tomas Bata University

Information: Mária has experiences with language teaching in a lanugage school.

3) **Luong Hai Yen** - German Language

Education: Deutsche Sprache für Managerpraxis, Tomas Bata University

Information: Luong is very enthusiastic, reliable and friendly.

## 4.8 Financial Plan

In this part, it will be dealt with the financial plan of Language Centre Ben. The financial plan consists of description of Initial balance sheet, Founding budget, Balance sheet after the establishment of the company, Monthly operating costs and Variants of analysis of costs, expenses and financial result.

### 4.8.1 Initial Balance Sheet

Initial balance sheet shows the financial situation of founders before setting up the company.

Table 16: Initial balance sheet (in CZK) (own creation)

Assets		Liabilities	
Long-term assets	0	Equity	500 000
		Registered capital	500 000
Current assets	500 000	Borrowed capital	0
<b>Total assets</b>	<b>500 000</b>	<b>Total liabilities</b>	<b>500 000</b>

### 4.8.2 Founding Budget

Founding budget described what the company will have to pay for with the initial finances of owners before starting the entrepreneurial activity. It includes all the necessary steps that are important for the start of the company.

Table 17: Founding budget of the company (own creation)

Initial costs	500 000
Tables for teachers	30 000
Chairs for teachers	10 000
Magnetic blackboard	24 000
Personal computer	20 000
Projector	20 000
Library	5 000
Printer	15 000
Tables for students	100 000
Chairs for students	40 000
Loudspeaker	5 000
Screen for a projector	8 000
Painting and decoration of the rooms	15 000
Personal computer in the office	10 000

Table in the office	15 000
Chairs in the office	5 000
Cabinet	30 000
Basic office equipment	15 000
Microsoft Office	19 400
Accounting software	9 600
Textbooks	10 000
Establishment of Limited Liability Company	25 000
Web page	15 000
Leaflets	1 000
Money in cash	3000
Bank account	50000

#### 4.8.3 Balance Sheet after the Establishment of the Company

From table 18 below is evident that money of the owners were used mostly for purchase of long-term assets, only a smaller amount of money is held in form of current assets.

*Table 18: Balance sheet after the establishment of the company*

Assets	500 000	Liabilities	500 000
<b>Long-term assets</b>	<b>447 000</b>	<b>Equity</b>	<b>500 000</b>
Tangible fixed assets	408 600	Registered capital	500 000
Intangible assets	38 400		
<b>Current assets</b>	<b>53 000</b>	<b>Borrowed capital</b>	<b>0</b>
Cash box	3 000		
Bank account	50 000		



#### 4.8.4 Monthly Operating Costs

Table 19 shows the amount of operational costs that the company will have to pay every month. It includes for example rent, energy and internet access, but also advertisement.

*Table 19: Monthly operating costs*

<b>Monthly operating costs</b>	<b>89 500</b>
Rent	16 000
Energy	10 000
Cleaning equipment	1 000
Internet access	500
Mobile phone tariff	1 500
Salaries	60 000
Office equipment	500
<b>Advertisement</b>	<b>7 500</b>
Newspaper Advertising	1 500
Radio advertising	3 000
PPC	3 000
Online databases of companies	0

#### 4.8.5 Variants of Analysis of Costs, Expenses and Financial Result

The description of pessimistic and optimistic variants of costs, expenses and financial result is provided in this part of the financial analysis.

##### **Pessimistic variant analysis of costs and expenses**

The pessimistic variant analysis is described in this section.

##### **Pessimistic estimation of demand and income for courses and services of the company**

This demand and income estimation is made for pessimistic variant, this variant envisages that the business situation will not be as good as owners would wanted.

In this variant, it is expected that the number of customers who are interested in language education and other language services will not be sufficient for a stable growth.

Table 20: Estimation of demand and income for services of the company (in CZK) (own creation)

Type of course or service	Estimation of demand, income		
	1. year	2. year	3. year
<b>Individual course</b>	22 880 (104 hours)	33 000 (150 hours)	44 000 (200 hours)
<b>Half-year group course</b>	132 000 (24 students)	165 000 (30 students)	247 500 (45 students)
<b>One year post-school-leaving exams courses</b>	288 000 (12 students)	528 000 (22 students)	840 000 (35 students)
<b>Corporate course</b>	39 000 (156 hours)	43 750 (175 hours)	50 000 (200 hours)
<b>Exam preparation courses</b>	(0 students)	17 500 (5 student)	52 500 (15 students)
<b>Translation</b>	14 560 (52 pages)	21 000 (75 pages)	35 000 (125 pages)
<b>Interpretation</b>	5 000 (10 hours)	10 000 (20 hours)	15 000 (30 hours)
<b>Proofreading</b>	18 720 (104 pages)	22 500 (125 pages)	27 000 (150 pages)
<b>Total:</b>	<b>520 160</b>	<b>840 750</b>	<b>1 311 000</b>

### Pessimistic scenario of cost plan

In this scenario is assumed that the operational costs will be unchanged and costs for advertisement will grow, because the company will have to attract more customers to create stable customer base.

Table 21: Pessimistic scenario cost plan (in CZK) (own creation)

	1. year	2. year	3. year
Costs for establishment	500000	0	0
Operational costs	984000	984000	984000
Advertisement	90000	120000	125000
<b>Total cost:</b>	<b>1574000</b>	<b>1104000</b>	<b>1109000</b>

### Pessimistic scenario - economic result

In this scenario it is expected that the company is going to have financial troubles and will cease to exist, because it will not create stable customer base.

Table 22: Pessimistic scenario of financial result (in CZK) (own creation)

	1. year	2. year	3. year
Profit before tax	-1053840	-263250	202000
Profit before tax rounded down	0	0	202000
Tax 19%	0	0	38380
Profit after tax	-1053840	-263250	163620

### Optimistic variant analysis of costs and expenses

The optimistic variant analysis is described in this section.

### Optimistic estimation of demand and income for courses and services of the company

This demand and income estimation is made for optimistic variant, this variant envisages that the business situation will be good and the company will prosper.

It is expected that the number of customers who are interested in language education and other language services will be steadily increasing every year and after the first year the company will be profitable.

Table 23: Estimation of demand and income for courses and services of the company (in CZK) (own creation)

Type of course or service	Estimation of demand, income		
	1. year	2. year	3. year
Individual course	41 800 ( 190 hours)	48 400( 220 hours)	52 800 ( 240 hours)
Half-year group course	192 500 ( 35 students)	247 500 (45 students)	330 000 ( 60 students)
One year post-school-leaving exams courses	720 000 ( 30 students)	840 000 ( 35 students)	1 200 000 (50 students)

<b>Corporate course</b>	47 500 (190 hours)	52 500 (210 hours)	56 250 (225 hours)
<b>Exam preparation Courses</b>	28 000 ( 8 students)	52 500 (15 student)	70 000 ( 20 students)
<b>Translation</b>	32 200 (115 pages)	37 800 ( 135 pages)	44 800 (160 pages)
<b>Interpretation</b>	12 500 (25 hours)	17 500 ( 35 hours)	22 500 (45 hours)
<b>Proofreading</b>	26 100 ( 145 pages)	29 700 ( 165 pages)	32 400 ( 180 pages)
<b>Total:</b>	<b>1 100 600</b>	<b>1 325 900</b>	<b>1 808 750</b>

### Optimistic variant cost plan

In this scenario it is expected that the operational and advertisement costs will stay unchanged.

Table 24: Optimistic scenario cost plan (in CZK) (own creation)

	1. year	2. year	3. year
Costs for establishment	500000	0	0
Operational cost	984000	984000	984000
Advertisement	90000	90000	90000
<b>Total cost:</b>	<b>1574000</b>	<b>1074000</b>	<b>1074000</b>

### Optimistic scenario - financial result

It is expected that the company is going to be more profitable every year and the growth of the company will be stable, additional financing will be provided from owners if needed.

Table 25: Optimistic scenario of economic result (in CZK) (own creation)

	1. year	2. year	3. year
Profit before tax	-473400	251900	734750
Profit before tax rounded down	0	251900	734750
Tax 19%	0	47861	139603
<b>Profit after tax</b>	<b>-473400</b>	<b>204039</b>	<b>595148</b>

## 4.9 Risk factors and Future plans

Starting a new language school accompanies a range of risks that entrepreneurs should be aware of, they should do everything possible to minimize the impact on the business or prevent it completely. Risk factors of Language Centre Ben are summarized in table 24.

*Table 26: Risk factors of Language Centre Ben (own creation)*

Risk factor	Preventive measures
Lack of finances	A thorough financial analysis
Lack of initial customer base	The opening advertising campaign
Competition	Provider of better services
Legislative changes	Without preventive measures

### Description of risk factors of Language Centre Ben

Lack of initial customer base - There are more than 20 similar companies on Zlín market with language service education, this means that there is a chance that the market is probably oversaturated and our company will not be able to attract sufficient number of customers. Preventive measure is to have a good opening advertising campaign that will attract potential customers.

Lack of finances - This risk factors goes hand in hand with the lack of initial customer base, if there will be no customers, the company will not be able to continue with the business. Preventive measure is to make a thorough financial analysis.

Competition - The competition on Zlín market with language education services could be too big, and oversaturation of the market could mean that there are no customers left or willing to try other language schools. Preventive measure is to provide the best services we can.

Legislative changes - Government can change laws to the detriment of entrepreneurs, this could lead to insufficient financial stability of the company. No preventive measure for this type of risk factor. There are also other risks that could affect our company.

### Future plans and goal of the company

- Survival of the first year of the company on the market.
- Being amongst the top five companies on the Zlín market.
- Creation of strong and loyal customer base in Zlín.
- Establishment of new workplace in Vsetín.
- Offering of new courses for new languages (Chinese language, Spanish language).
- Hiring new employees that are native teachers.

## CONCLUSION

"Planning is bringing the future into the present so that you can do something about it now."

-Alan Lakein

The main aim of this thesis was to find out if establishment of a new language school in Zlín would be possible, if the whole project would be feasible. The decision to write a business plan for a language school was inspired by study program of the creator. After the decision to write business for a language school, creator decided to work for a short period in a language school for a better understanding and for gaining a real life experience with a language school administration.

The Language School Ben is going to offer teaching of the two most important languages for the Czech employers. Language Centre Ben, which is going to have three owners, is going to offer individual courses, half-year group course, one year post-school-leaving exams course, corporate courses and exam preparation courses. Additional service as translation, proofreading or interpretation. The company is going to be financed with the basic deposits of all three partners, each of 166 667 CZK, in total 500 000 CZK.

After more detailed analysis of competition in Zlín, it was found that the competition is fierce and large and that establishment of a new business would have a high levels of risks and the profit would be uncertain. Being a new company and competing on the oversaturated market is really difficult, but not impossible. The result after analysis of the financial plan is that this business could be feasible, but it would be really difficult to survive the first year on the market.

The process of writing this business plan was an enormous experience for future business activities of the creator.

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**LIST OF ABBREVIATION**

CZK	Czech Koruna
s.r.o.	Společnost s ručením omezeným
BEP	Break even point
CEFR	Common European Framework of Reference
ESOL	English for Speakers of Other Languages
KET	Key English Test
PET	Preliminary English Test
FCE	First Certificate in English
CAE	Certificate in Advanced English
BEC	Business English Certificates

## APPENDICES

P I      Registration forms

P II      Curriculum vitae of the creator of the business plan

P III     Logo of the company

# APPENDIX P I: REGISTRATION FORMS



## JEDNOTNÝ REGISTRAČNÍ FORMULÁŘ

PRÁVNICKÁ OSOBA

podací razítko
----------------

### ČÁST A - PODNIKATEL

#### 01 Podnikatel

a) obchodní firma / název právnické osoby <sup>1)</sup>		
b) právní forma	c) identifikační číslo osoby	

#### 02 Sídlo

a) název ulice	b) č.p. / č.ev.	c) číslo orientační	d) PSČ
e) název obce	f) část obce		
g) okres	h) stát		

#### 03 Předmět podnikání (u živnosti volně vyznačte čísla oborů činnosti na seznamu) - ve smyslu § 45 resp. § 50 živnostenského zákona ohlašují živnost resp. žádám o koncesi

pořadové číslo 1.	
-------------------	--

#### 04 Statutární orgán nebo člen statutárního orgánu

a) titul	b) jméno	c) příjmení	d) titul
e) datum narození	f) rodné číslo		

#### 05 Bydliště / pobyt <sup>1)</sup>člena statutárního orgánu na území ČR

a) název ulice	b) č.p. / č.ev.	c) číslo orientační	d) PSČ
e) název obce	f) část obce		
g) okres	h) stát		

#### 06 Statutární orgán nebo člen statutárního orgánu

a) titul	b) jméno	c) příjmení	d) titul
e) datum narození	f) rodné číslo		

#### 07 Bydliště / pobyt <sup>1)</sup>člena statutárního orgánu na území ČR

a) název ulice	b) č.p. / č.ev.	c) číslo orientační	d) PSČ
e) název obce	f) část obce		
g) okres	h) stát		

#### 08 Odpovědný zástupce

a) titul	b) jméno	c) příjmení	d) titul
e) státní občanství	f) rodné příjmení	g) datum narození	h) rodné číslo
i) místo narození	j) okres	k) stát	l) pohlaví <sup>1)</sup> žena / muž <sup>1)</sup>

<sup>1)</sup> vyplní se pouze u fyzické osoby, která nemá přiděleno rodné číslo  
MPO PO – vzor č. 09 (012014)

**09 Bydliště odpovědného zástupce**

a) název ulice	b) č.p. / č.ev.	c) číslo orientační	d) PSČ
e) název obce	f) část obce		
g) okres	h) stát		

**10 Pobyt odpovědného zástupce na území ČR (pro zahraniční osoby)**

a) název ulice	b) č.p. / č.ev.	c) číslo orientační	d) PSČ
e) název obce	f) část obce	g) okres	

**11 Datum ustanovení do funkce odpovědného zástupce**

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**12 Ustanovení odpovědného zástupce pro předměty podnikání (pořadové číslo předmětu podnikání)**

--	--	--	--	--	--	--	--	--	--	--	--

**13 Provozovna**

a) název ulice	b) č.p. / č.ev.	c) číslo orientační	d) PSČ
e) název obce	f) část obce	g) okres	
h) název provozovny	i) umístění provozovny		
j) datum zahájení provozování živnosti v provozovně	k) provozovna podléhající kolaudaci		ANO / NE
l) předměty podnikání provozované v provozovně dle poř. čísla / u živnosti volné číslo oboru			

**ČÁST B - OZNÁMENÍ PRACOVNÍHO MÍSTA**

- oznamuji ve smyslu zákona o zaměstnanosti volné pracovní místo / obsazení volného pracovního místa <sup>1)</sup> ÚP v			
a) místo výkonu práce	b) název profese	c) dle KZAM	d) vznik / obsazenost <sup>2)</sup> ke dni
e) pracovní právní vztah na dobu určitou / neurčitou <sup>3)</sup>	f) pracovní doba	g) počet míst	h) výše mzdy
i) požadované vzdělání, praxe	j) zveřejňovat		ANO / NE
k) kontaktní osoba na pracovišti	l) poznámky: nabízené výhody, speciální požadavky apod.		

**ČÁST C - VYBERTE ÚŘADY, VŮČI KTERÝM JE PODÁNÍ ČINĚNO**

a) Živnostenský úřad	<input type="checkbox"/> počet příloh	b) Finanční úřad	<input type="checkbox"/> počet příloh	c) Úřad práce	<input type="checkbox"/> počet příloh
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**ČÁST D – ADRESA PRO DORUČOVÁNÍ**

a) název ulice	b) č.p. / č.ev.	c) číslo orientační	d) PSČ
e) název obce	f) část obce	g) okres	
h) adresu použít i pro následující řízení	ANO / NE		

**ČÁST E – DOPLŇUJÍCÍ ÚDAJE**

a) telefon	b) datová schránka	c) e-mail
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**SEZNAM OBORŮ ČINNOSTÍ  
NÁLEŽÍCÍCH DO ŽIVNOSTI VOLNÉ  
„VÝROBA, OBCHOD A SLUŽBY  
NEUVEDENÉ V PŘÍLOHÁCH 1 AŽ 3  
ŽIVNOSTENSKÉHO ZÁKONA“**

podací razítko

**ČÍSLO OBORU - NÁZEV**

1) Poskytování služeb pro zemědělství, zahradnictví, rybníkářství, lesnictví a myslivost
2) Činnost odborného lesního hospodáře
3) Vyhотовování lesních hospodářských plánů a osnov
4) Nakládání s reprodukčním materiálem lesních dřevin
5) Chov zvířat a jejich výcvik (s výjimkou živočišné výroby)
6) Úprava nerostů, dobývání rašeliny a bahna
7) Výroba potravinářských a škrobářských výrobků
8) Pěstelské pálení
9) Výroba krmiv, krmných směsí, doplňkových látek a premixů
10) Výroba textilií, textilních výrobků, oděvů a oděvních doplňků
11) Výroba a opravy obuvi, brašnářského a sedlářského zboží
12) Zpracování dřeva, výroba dřevěných, korkových, proutěných a slaměných výrobků
13) Výroba vlákniny, papíru a lepenky a zboží z těchto materiálů
14) Vydavatelské činnosti, polygrafická výroba, knihařské a kopírovací práce
15) Výroba, rozmnožování, distribuce, prodej, pronájem zvukových a zvukové-obrazových záznamů a výroba nenahraných nosičů údajů a záznamů
16) Výroba koksu, surového dehtu a jiných pevných paliv
17) Výroba chemických látek, vláken a přípravků a kosmetických prostředků
18) Výroba hnojiv
19) Výroba plastových a pryžových výrobků
20) Výroba a zpracování skla
21) Výroba stavebních hmot, porcelánových, keramických a sádrových výrobků
22) Výroba brusiv a ostatních minerálních nekovových výrobků
23) Broušení technického a šperkového kamene
24) Výroba a hutní zpracování železa, drahých a neželezných kovů a jejich slitin
25) Výroba kovových konstrukcí a kovodělných výrobků
26) Umělecko-kovové zpracování kovů
27) Povrchové úpravy a svařování kovů a dalších materiálů
28) Výroba měřicích, zkušebních, navigačních, optických a fotografických přístrojů a zařízení
29) Výroba elektronických součástek, elektrických zařízení a výroba a opravy elektrických strojů, přístrojů a elektronických zařízení pracujících na malém napětí
30) Výroba neelektrických zařízení pro domácnost
31) Výroba strojů a zařízení
32) Výroba motorových a připojných vozidel a karoserií
33) Stavba a výroba plavidel
34) Výroba, vývoj, projektování, zkoušky, instalace, údržba, opravy, modifikace a konstrukční změny letadel, motorů letadel, vrtulů, letadlových částí a zařízení a leteckých pozemních zařízení
35) Výroba drážních hnacích vozidel a drážních vozidel na dráze tramvajové, trolejbusové a lanové a železničního parku
36) Výroba jízdních kol, vozíků pro invalidy a jiných nemotorových dopravních prostředků
37) Výroba a opravy čalounických výrobků
38) Výroba, opravy a údržba sportovních potřeb, her, hraček a dětských kočárků
39) Výroba zdravotnických prostředků
40) Výroba a opravy zdrojů ionizujícího záření



41) Výroba školních a kancelářských potřeb, kromě výrobků z papíru, výroba bižuterie, kartáček a konfekčního zboží, deštníků, upomínkových předmětů
42) Výroba dalších výrobků zpracovatelského průmyslu
43) Provozování vodovodů a kanalizací a úprava a rozvod vody
44) Nakládání s odpady (vyjma nebezpečných)
45) Přípravné a dokončovací stavební práce, specializované stavební činnosti
46) Sklenářské práce, rámování a paspartování
47) Zprostředkování obchodu a služeb
48) Velkoobchod a maloobchod
49) Zastavárenská činnost a maloobchod s použitým zbožím
50) Údržba motorových vozidel a jejich příslušenství
51) Potrubní a pozemní doprava (vyjma železniční a silniční motorové dopravy)
52) Skladování, balení zboží, manipulace s nákladem a technické činnosti v dopravě
53) Zastíratelství a zastupování v celním řízení
54) Provozování poštovních a zahraničních poštovních služeb
55) Úbytovací služby
56) Poskytování software, poradenství v oblasti informačních technologií, zpracování dat, hostingové a související činnosti a webové portály
57) Činnost informačních a zpravodajských kanceláří
58) Reální činnost, správa a údržba nemovitosti
59) Pronájem a půjčování věcí movitých
60) Poradenská a konzultační činnost, zpracování odborných studií a posudků
61) Projektování pozemkových úprav
62) Příprava a vypracování technických návrhů, grafické a kresličské práce
63) Projektování elektrických zařízení
64) Výzkum a vývoj v oblasti přírodních a technických věd nebo společenských věd
65) Testování, měření, analýzy a kontroly
66) Reklamní činnost, marketing, mediální zastoupení
67) Návrhářská, designerská, aranžérská činnost a modeling
68) Fotografické služby
69) Překladatelská a tlumočnická činnost
70) Služby v oblasti administrativní správy a služby organizačně hospodářské povahy
71) Provozování cestovní agentury a průvodcovská činnost v oblasti cestovního ruchu
72) Mimoškolní výchova a vzdělávání, pořádání kurzů, školení, včetně lektorské činnosti
73) Provozování kulturních, kulturně - vzdělávacích a zábavních zařízení, pořádání kulturních produkcí, zábav, výstav, veletrhů, přehlídek, prodejních a obdobných akcí
74) Provozování tělovýchovných a sportovních zařízení a organizování sportovní činnosti
75) Praní pro domácnost, žehlení, opravy a údržba oděvů, bytového textilu a osobního zboží
76) Poskytování technických služeb
77) Opravy a údržba potřeb pro domácnost, předmětů kulturní povahy, výrobků jemné mechaniky, optických přístrojů a měřidel
78) Poskytování služeb osobního charakteru a pro osobní hygienu
79) Poskytování služeb pro rodinu a domácnost
80) Výroba, obchod a služby jinde nezafazněné

jméno ohlašovatele		příjmení ohlašovatele		
vztah k právnické osobě				
v		dne		
				podpis ohlašovatele

## **APPENDIX P II: CURRICULUM VITAE OF THE FOUNDER**



### **PERSONAL DETAILS**

**NAME:** Stanislav Grec

**ADDRESS:** Kateřinice 324  
Ratiboř  
756 21

**TELEPHONE NUMBER** 733 479 238

**E MAIL:** Stanislavgrec@email.com

### **EDUCATION**

2013 to present **Tomas Bata University - Zlín**  
Field of study - English for Business Administration

2009 - 2013 **Secondary Vocational School Josefa Sousedíka - Vsetín**  
Field of study - Autotronics

### **WORK EXPERIENCE**

2015 **Assistant in the company EdCentre language school s.r.o.**

Responsibilities: Dealing with customers, administration

2013 **Assistant and employee in the company Kameny.cz s.r.o.**

Responsibilities: Organizing the running of the company, dealing with customers

### **OTHER QUALIFICATIONS AND SKILLS**

**Language skills:** Czech Language - Native  
English Language - C1  
German Language - A1

**Computer Skills:** Microsoft Office, Google Docs, Basic Maintenance

**Driving license** A, B, C

**INTERESTS** Sports activities - running, yoga, calisthenics, cycling, swimming  
Self-improvement, reading

## APPENDIX P III: LOGO

Logo of Language Centre Ben (created by digital designer Eliška Křůmalová)

