

# **A Business Plan for New Company Fialka, s.r.o.**

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Bachelor's thesis  
2018



**Tomas Bata University in Zlín**  
Faculty of Humanities

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Univerzita Tomáše Bati ve Zlíně

Fakulta humanitních studií

Ústav moderních jazyků a literatur

akademický rok: 2017/2018

## ZADÁNÍ BAKALÁŘSKÉ PRÁCE

(PROJEKTU, UMĚLECKÉHO DÍLA, UMĚLECKÉHO VÝKONU)

Jméno a příjmení: **Eliška Kopečková**  
Osobní číslo: **H15655**  
Studijní program: **B7310 Filologie**  
Studijní obor: **Anglický jazyk pro manažerskou praxi**  
Forma studia: **prezenční**

Téma práce: **Podnikatelský záměr nové společnosti Fialka s. r. o.**

Zásady pro vypracování:

Zpracování literární rešerše zaměřené na založení podniku a tvorbu podnikatelského plánu

Analýza podnikatelského prostředí a relevantního trhu

Vytvoření konkrétního podnikatelského plánu pro založení společnosti Fialka s. r. o.

Definice omezení předloženého plánu a zhodnocení potenciálních rizik při jeho aplikaci

Zhodnocení projektu a formulace závěru práce

Rozsah bakalářské práce:

Rozsah příloh:

Forma zpracování bakalářské práce: **tištěná/elektronická**

Seznam odborné literatury:

Červený, Radim. 2014. Business plán: Krok za krokem. Prague: C. H. Beck.

Finch, Brian. 2010. How to Write a Business Plan. 3rd ed. London: Kogan Page.

McKeever, Mike P. 2012. How to Write a Business Plan. Berkeley: Nolo.

Srpová, Jitka, and Václav Řehoř. 2010. Základy podnikání. Prague: Grada

Synek, Miloslav, and Eva Kislingerová. 2010. Podniková ekonomika. Prague: C. H. Beck.

Vedoucí bakalářské práce:

**Ing. Jiří Dokulil**

Ústav podnikové ekonomiky

Datum zadání bakalářské práce:

**10. listopadu 2017**

Termín odevzdání bakalářské práce:

**4. května 2018**

Ve Zlíně dne 8. ledna 2018



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## **ABSTRAKT**

Cílem této bakalářské bylo vytvoření podnikatelského plánu pro kosmetickou společnost. Na toto téma bylo nahlíženo z teoretického a praktického hlediska. V teoretické části se práce zabývá základními pojmy z prostředí podnikání a jsou zde také popsány základní části podnikatelského plánu. V praktické části je pak sestaven samotný podnikatelský plán pro společnost Fialka, ve kterém jsou podrobně definovány části jako například základní popis společnosti a nabízených produktů, marketingový plán, finanční plán či operační plán. Nechybí zde ani závěrečné vymezení možných risků a jejich evaluace. Cílem práce je vytvořit reálný podnikatelský plán pro kosmetickou společnost na základě provedených analýz.

Klíčová slova: podnikatelský plán, podnik, kosmetická společnost

## **ABSTRACT**

The aim of this bachelor's thesis was to create a business plan for cosmetic company. The topic was described from the practical and theoretical perspective. The theoretical part focuses on basic terms of business environment and there are also described essential parts of the business plan. In the practical part there is compiled the business plan for a new company Fialka. There are defined parts of the business plan, such as basic description of the company and offered products, the marketing plan, the financial plan or the operational plan. There are also concluded possible risks and their evaluation. The aim of this thesis is to create real business plan for the cosmetic company on the base of accomplished analyses.

Keywords: business plan, enterprise, cosmetic company

## **ACKNOWLEDGEMENTS**

I would like to thank my supervisor Ing. Jiří Dokulil, who was very friendly, conscientious and gave me a lot of advices which helped me to finish this thesis. Also, I would like express my gratitude to my family and friends, because they were very patient with me and they supported me not only when I was writing my bachelor thesis, but also during whole studies at this university.

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## INTRODUCTION

The topic of this bachelor's thesis is a business plan for a new company. The theme was chosen according to author's interest in cosmetics and future plan to establish this type of company. The company which is analyzed in this bachelor thesis focuses on natural and vegan cosmetics since this type of cosmetics can offer interesting benefits for its customers.

This thesis consists of two parts- a theoretical part and a practical part. In the theoretical part, there are two main chapters. The first one focuses on the brief history of Czech business environment, enterprise and its forms, and entrepreneur. The second part of the theoretical section focuses on the business plan. It analyses its goals and benefits, why is it important to write a business plan and there are also described recommended parts of the business plan in details. Those parts are an executive summary, description of a company, target market, competition, marketing plan and selling, management, future development, and finances. The practical part of this bachelor thesis consists of the chapter which focuses on the market with the help of the PEST analysis. In the following chapter there are described individual parts of the business plan for company Fialka s.r.o.- the same components which were mentioned in theoretical part of the bachelor thesis. Firstly, there are summarized basic information about the company; then the thesis focuses on a target market. For getting more information about the target market, and how prices should be adjusted to customers, it was necessary to create a short questionnaire which helped to get a brief overview of how the possible market could look like.

Following chapter focuses on competitive companies with the help of the Porter analysis. Crucial role of business plan also plays a marketing plan, which was compiled with the help of SWOT analysis and marketing mix. It is also necessary to think about company's management and future development, which in the case of this chosen company will be established on the extension of the product range. Lastly, the business plan consists of the financial plan, which is formed of predictions, since it is hard to get to know how many customers the company will have or how much products will be sold in a year.

In the end, the business plan requires evaluation and information about possible risks.

This thesis aim is to create a real business plan which focuses on cosmetic company on a base of accomplished analyses.

## **I. THEORY**

# 1 BUSINESS

There are many parts which all together create the whole business itself. This chapter focuses briefly on the business environment in the Czech Republic, there are also described different types of enterprises according to different division. Also, there is described the role of an entrepreneur- his features and factors which influences him.

## 1.1 Business environment

This chapter is divided into the brief history of Czech business environment and there are also mentioned current and basic conditions for running the business.

### 1.1.1 History

To introduce the whole topic of business, it is beneficial to mention some necessary information about the business environment in the Czech Republic. From the historical point of view, there should be specified some essential milestones:

- 14th Century

The 14<sup>th</sup> century was significant for the establishment of guilds- coin guilds and tailor guilds. Those were monopolistic leaders on the market, however, they were sometimes restricted by the ruler. These guilds functioned until the 19<sup>th</sup> century.

- 19th Century

In 1860, the emperor released business order, and according to this order, free enterprise and economical politics were legalized. By the time this order was edited, anyway, it was also used after the formation of Czechoslovakia in 1918. Basically, in the 19<sup>th</sup> century, there was a significant expansion of entrepreneurship.

- 20th Century

This century is mostly specific for Tomas Bata business in the shoe industry. The way he did business was breakthrough because of his lower prices, marketing and care about employees. However, the 20<sup>th</sup> century is also typical for discontinuance of private business in 1948. This regulation was stopped in 1989 when the market was opened again. Opening of the market caused several problems- laws connected to enterprises were unclear and confused, many businesses and public enterprises were taken into personal ownership. (Mladypodnikatel.cz 2013) Privatization was problematic, because owners of bigger companies did not have any interest in expansion and prosperity, they were focused on sale of shares to the third personas or other institutions. This lead to decrease of performance of individual enterprises. (Synek 2006, 6-9)

### 1.1.2 Current business conditions

There are some basic conditions which have to be fulfilled when establishing a business. These conditions are defined in the Business corporation act. This act is divided into three parts- Business corporations, Final and transitional provisions and Effectiveness. (Cak.cz) There are also laws in case of establishing a trade permission, which are defined in the Trade Licensing Act. In the following chapter, there are some basic conditions which have to be fulfilled to get a trade permission.

### 1.1.3 Basic conditions

- *“Age of 18*
- *Legal capacity*
- *Impeccability*
- *Fact that natural person which does or did business in the area of the Czech Republic does not have on his/her personal account evidenced any delinquent tax from that business*
- *Fact that natural person which does or did business in the area of the Czech Republic does not have any arrears on social security insurance and public employment policy contribution*
- *Fact that natural person which does or did business in the area of the Czech Republic does not have any arrears of insurance on public health insurance”*  
(Businesscenter.cz)

## 1.2 Enterprise

Enterprise can be defined as a place where inputs which are put into this subject are changed into outputs. It is an economic subject which can contract with different legal subjects and which leads the enterprise to fulfill its obligation. Every enterprise has its rights. According to law, the enterprise is a subject consisting of tangible and intangible parts of the business. Basic features of the enterprise can be divided into general and specific ones. General features consist of a combination of factors of production (employees, unfinished products, machinery etc.); economy principle, which means that business is trying to make decisions which will save the money, and lastly, financial balance. Specific features consist of three issues- private ownership principle (owner of the enterprise can decide about business); autonomy principle (no direct state intervention into business) and lastly, profitability principle (natural need to maximize a profit). (Srpová and Řehoř 2010, 36) Alexy and Sivák

(2015, 12-13) also add that leading an enterprise serves to satisfy needs of individuals or the whole society. The main aim of establishment of the enterprise is to gain profit. Also, there are some necessary circumstances which are required for leading successful business- a free economy which determine same conditions for everyone, at the same time it is important to have assurance property rights. There are many ways how to divide enterprises, for example, according to the size, type of production or ownership.

### **1.2.1 Division according to the type of production**

According to Alexy and Sivák (2005, 44-46) enterprises can be divided into production and non- production ones. Production enterprises manufacture products, while non-production enterprises offer different kinds of services. Furthermore, enterprises can be divided also according to under which sector they belong. There are three types of sectors:

- Primary sector (agriculture, forestry, mining industry)
- Secondary sector (manufacturing)
- Tertiary sector (services)

Besides division according to production and sectors, enterprises can be also divided into public and private.

### **1.2.2 Division according to size**

Division according to size means that the number of employees, annual turnover or amount of assets determines the type of enterprise. There are four distinguished types:

- Micro-enterprises (less than 10 employees/ annual turnover lower than 2 mil €/ total assets up to 9 000 000 CZK)
- Small enterprises (less than 50 employees/ annual turnover lower than 10 mil €/ total assets up to 100 000 000 CZK)
- Medium enterprises (less than 250 employees/ annual turnover lower than 50 mil €/ total assets up to 500 000 000 CZK)
- Large enterprises (any enterprise which does not belong to previous categories/ total assets more than 500 000 000 CZK) (Strukturální-fondy.cz, Podnikatel.cz)

### **1.2.3 Division according to the legal norm**

#### ***Trade permission***

Trade permission is defined as a self-employment, when a person has a business which is done independently, under a name of one person, and this person is responsible for all risks.

There are some conditions for establishing a trade permission. The person has to be eighteen years old at least, he/she has to be unimpeachable and competent to operate in a specific field. Trade permissions are in general favorable because it is easy to get them even when a person does not have a big capital to start a business. Another advantage of self-employment is that the person can decide about the business itself, and he/she is not limited by others. On the other hand, self-employment requires consistent thinking about how to successfully run a business, it requires a passion for entrepreneurship and lot of time to spend on it. (Synek and Kislingerová 2010, 73-74) Mulačová (2013, 28-30) also adds that there are various types of trade permissions. For getting an unqualified trade license, there should be fulfilled just some basic conditions which are described earlier. In case of the craft trade license and the qualified trade license, the qualification has to be reviewed. The strictest type of trade permission is licensed trade which has to be agreed by the chosen part of the government.

### ***Personal enterprise***

Personal enterprises can be established by two or more people, who divide profit between themselves and they are together responsible for all risks. In the Czech Republic, there are two types of personal enterprise- general partnership and limited partnership. In case of the general partnership, the company is defined as a legal person, it is registered in business register. Both partners invest in a business and take risks together. All partners lead a company. The limited partnership is also established at least by two people. There are two types of people- complementary and commander. A complementary is responsible in case of loss by its all property, on the other hand, the commander is responsible for the loss only up to the high of his/her input. Generally, personal enterprises can be compared to crafts in case of advantages and disadvantages. Also, the plus of running this type of business is chance to have more money to start. On the other hand, disadvantageous can be a relationship between partners, it can be complicated and risky when they do not agree on leading a business. (Synek and Kislingerová 2010, 74- 75)

### ***Capital enterprise***

Capital enterprises can be defined as enterprises where partners share their capital for a company, they do not have to necessarily lead a company or work in the company. In the Czech Republic, there are two types of capital enterprises:

- Limited liability company

Limited liability company (also Ltd) is a type of entrepreneurship, which can be established at least by one, but also up to fifty companions. Register capital does not play a big role, it requires only 1 CZK since January 1, 2004. In case of liability, all companions guarantee

altogether and without distinction for company's liability. Statutory authority constitutes one or more managing directors. Those managing directors carry responsibility for the company, for its accountancy and other obligation. Also, general meeting plays important role in decision making, because it is the highest member of the limited company. The limited company is the most spread type of company in the Czech Republic since is quite simple to establish this company because the registered capital is very low. (Businesscenter.cz 2018) It is also important to mention steps which have to be included when establishing the limited company, since the practical part of this bachelor thesis focuses on creating the limited company. Those are essential steps which have to be taken before running a business:

1) Establishing a memorandum which is verified by a registrar. It is also necessary to know basic information about the company: the name of the company, locality, scope of business activity, information about establishers and partners, size of capital, issues connected to possible holding, information about managers, information about deposit administrator, information about non- monetary deposit.

2) Formation of a company comes into being after the company is written down to the Business Register. It is also necessary to gain a trade license and to get bank confirmation of the capital which was necessary to put together to start a business.

3) Until 8 days after the company is written down in the Business Register, it is obligatory to register the company in Social Insurance Institute and in some health insurance company if there are any employees.

4) Till 30 days from registration of the company in Business Register, it is obligatory to also register the company in Tax Office. (Špačková and Ryba 2009, 39- 40)

- Joint- stock company

Joint- stock company's assets are divided into shares which has a value. Share can be defined as a bond, and it gives shareholder an opportunity to a counterpart in managing of the company and also he/she get dividends This type of company can be established by one or more establishers and they guarantee for all company's liabilities, but shareholders do not. A management structure of the company is usually divided into a general meeting which chooses a supervisory board and a board of directions. The essential part of the company is formed by shareholders. Joint- stock company is the most effective form how to develop a big business which requires a lot of capital. It is easy here to get enough money for capital by shareholders. The main advantages are that company is not responsible for all liabilities and it is also easy to deal with shares when the owner of the share is changed. On the other



hand, there are also many disadvantages, such as more complicated establishment, state controls or double taxation. (Synek and Kislingerová 2006, 75- 76)

- Cooperative

According to Synek and Kislingerová, (2006, 77-78) cooperative can be characterized as an organization which should be beneficial for its members. But also, according to Business Corporation Act, cooperative can also serve for the aim of running a business. (Cak.cz) Cooperative can be established by at least five members or two legal persons. Estate of the cooperative is created by all members, and there is the specific necessary value of an input. The cooperative is responsible for all liabilities. Managing positions are divided into membership meeting, the board of directions, control committee and chairman of the cooperative. Basically, the main purpose of establishing the cooperative is to ensure economic, social or other needs of its members. Particular members usually do not own big amount of money, but by cooperating they create a financially stable base which can be compared to the joint- stock companies. Also, if someone wants to join a cooperative, it is necessary to buy at least one share. Overall, usually every member can buy one or more shares, but the ownership of more shares does not allow for any bigger power in votes. (Campbell and Craig 2005, 85-86)

- Public corporation

Public corporations are mainly established for providing different services- for example, transportation, infrastructure management, communication through television and radio, post offices, electricity and many others. Public corporations are usually owned by the state, but they can be also owned by state together with some private owner. There are many types of organizations: budget organization, funding organization, civic association and foundation. (Synek and Kislingerová 2006, 78- 79)

### 1.3 Entrepreneur

According to Srpová and Řehoř (2010, 30), entrepreneur is a person who is listed in this Business Register, who do business on the base of trade license or another license based on other regulations, or person who runs agricultural production. Business can be done by different people or groups- by a natural person or legal entity. Also by a cooperation, a public company, a limited company or for example listed company.

#### **1.4 Factors and risks influencing the entrepreneur**

There are some factors which can influence an entrepreneurship, and the entrepreneur should decide before the very beginning of a business if he or she is ready to receive some possible risks, but there are also benefits of doing business on the other hand. Those factors can strongly influence his/her private life but also the success of the entrepreneurship. The first factor is health- doing business is risky because it can cause a stress, which strongly influences people's health. The second factor is private life, which can be also very influenced by entrepreneurship. Both those factors are closely connected to satisfaction from the work, which is supposed to be a key to content work life.

Besides those factors influencing private life, there are also other issues the entrepreneur should think about before starting his/her business. Those are the basic decision about the business, for example, an amount of money which the entrepreneur has at his/her disposal, a number of establishers and risks connected with establishing and leading a company. Those risks are for example a tax burden of a company, financial and administration difficulty to lead a company, a localization of the company. Overall, essential is also to calculate a net profit of the entrepreneurship, because when the business will lose, the structure of a business plan should be changed, if not, the entrepreneurship will not be successful. (Srpková and Řehoř 2010, 32)

#### **1.5 Features of a successful businessman**

Essential features of the successful businessman are enterprise and success. A person could be born with an aptitude to be enterprising, but he/she can also learn it. Enterprise can be divided into the disposition and personal features. Disposition express potential of a person to do something, there are included personal inborn abilities like intelligence. In connection to disposition, there are also two other features which a person should have- knowledge and skills which requires training. Personal features can be divided into specific and non-specific. Non-specific features are more general, dealing for example with a character of a person, on the other hand, specific features are unique for each person. (Srpková and Řehoř, 2010, 34- 35) To simplify it, there are some basic character properties which should the entrepreneur have- motivation. ambition, self-confidence and the ability to think about future relations. Also, people who want to be involved in entrepreneurship should be optimists, because they believe in opportunities. (Hougaard, 2005, 27-28)

## 2 BUSINESS PLAN

The business plan can be understood as a concept of entrepreneurship; it is like a picture of the company. There can be found strategies for a business, how the company should run on everyday bases and also an aim of the business itself. Business plans may differ according to the time when they are written, so also they can have a slightly different aim.

### 2.1 Goals and Benefits of Business Plan

The business plan can be done before a starting of the business but also for already existing business. The aim is mainly to plan how the company will function with help of adding some strategies, for example, PEST analysis or SWOT analysis. It should help the entrepreneur to summarize his thoughts on a paper, it is easier to think about steps of creating the business and reach the aim when everything is written down.

The business plan can also serve to get a partner for entrepreneurship. In connection with another partner, a stronger business unit can be established. It means that it can lead to bigger success in a market, new customers can be gained, also the company can gain new contacts or for example knowhow. (Červený 2014, 8-9)

The third type of business plan is being determined to gain finances from a bank or investors. Entrepreneurs are often given a specified structure of how the business plan should look like. The bank should be informed about entrepreneur's conception of activities done within its company in the future, about the aim of doing business and how he/she supposed to make it and also an exact calculation of return of the investment. This type of plan should more or less contain basic information about the company, management, description of a business, competition, customers, calculation of sales and costs, finances, strengths and threads of a company (which can be done through SWOT analysis) and appendices. (Červený 2014, 185-186)

Overall the main goal of writing a business plan is to support business to achieve profit. On the other hand, there are also many subjects which do not require profit, like nonprofit organizations or charities. But they also need to make a business plan, because this plan can help to clarify run of the company and to structure individual steps to a successful business. (Červený 2014, 9)

Basically as it was said, the business plan can be beneficial for obtaining new partners and investors. But writing a business plan also helps to the author of it, because he/she can summarize all his thoughts and decide about continuing steps of establishing a business. (Srpková 2011, 14) There are also few more advantages which can help the successful running

of the business. It is a good opportunity to write down any objective information, such as exact numbers connected for example to online marketing- how many people are daily visiting company's web page, how many products will be sold in the first month and so on. Those are basically measurable information which can help with planning and upgrade a quality of supplying products or services. Also writing a business plan can help to prioritize what is the most important for the business.

At the beginning of the business plan, there should be a chapter about company's history and important dates. So basically the writer of the business plan can continuously fill in any new important milestones and also deadlines for motivation to do important things at the right time. Other benefits are clearness in management, which means that it will be clearly determined different people's tasks and function within the business. Finances play a big role in the business plan as well as the management. The financial plan helps to calculate if writer's estimation was right, or if it has to be changed. Overall, the main advantage of writing down this plan is to force established to be proactive, to make him look forward to doing the business and also to compare point stated beforehand with reality. (Entrepreneur.com 2013)

## **2.2 Chapters of Business Plan**

Before the very beginning of writing the business plan, it is important to summarize what the plan is going to be about and which chapters are going to be included there. It can prevent illogical order later during writing these chapters. Every type of business might require different points to be discussed, but basically according to Ronda Abrams (2007,17) there should be mentioned these chapters:

- Executive summary
- Description of the company
- Target market
- Competition
- Marketing plan and selling
- Management
- Future development
- Finances

### **2.2.1 Executive summary**

A summary is the first part of a business plan, but it is usually written as last, because it summarizes the most important points in the whole business plan. It is very important for future readers of the business plan, it mainly serves for catching their attention, so they can get an overall insight of the company. There should be included essential information about the business, about a whole team which is working on this business, proposal, why the company could be successful and the following rewards if this business will be successful. It is also recommended to simply describe risks and how the company would resist them. At the end of the summary, there should be information about what company expects from the reader. The summary should be basically about an A4 page long because longer version might be too boring for the reader. There should be mentioned all essential information about the company with the purpose to lure all readers of the business plan. (Finch 2010, 23-26)

### **2.2.2 Description of the company**

The second chapter of a business plan is a bit wider since there is basic information about a company, about company's history, description of a product, description of an industry and company financing. Firstly, there should be definitely mentioned the names which are connected to this company, then the name of a company, trade brand, name of a website and name of a filial company. This information should be followed by further information about owners and people connected to the company. There should be also mentioned what is the type of the company. For example, limited company, partnership, limited partnership, stock company, cooperative or trade association. Mentioned can be also licenses, trademarks, patents and so on. In case of the historical background of a business, there should be written information about why the author wants to do this specific business, what leads him to start a business, and there should be also included some important phases and milestones of the business.

This chapter also requires a description of a product or service which is offered and also it is necessary to class company into a specific industry. Description of the product should not be too detailed, there should be included just some basic features. On the other hand, when the author of a business plan wants to gain finances for making a new product, it is good to mention detail information about the product. Overall the description of a product should offer positive features and interesting details about the product to the reader. It is important to be aware of mentioning some information connected to the manufacturing of a product, this could be a secret know-how. (Abrams 2005, 27-40)

### 2.2.3 Target market

When writing a business plan, it is important to find a target market. The target market can be defined as the division of a market for segments, followed by choosing one or more segments which are suitable for specific business. It is easier then to fit the whole concept of a company when it is clear what are the features of our customers. There are three ways how to divide a market- with help of demographic segmentation, geographic segmentation, and psychographic segmentation. According to demographic segmentation, essential information used there are statistical- for example, age, gender, income level and so on. Geographic segmentation focuses on placement, with using tools such as state, region, city and so on. Lastly, the psychographic segmentation focuses on people's personality, social-class or just preferences. No matter which way is used, it is clear that different types of people with different preferences, different place of living or age prefer different products which are specific to their group. (Thebalancesmb.com 2017). Abrams adds that successful selection of target market needs to fulfill criteria, which are defined as:

- definable
- meaningful
- sizable
- reachable

Firstly, it is important to find any characteristics which target customers have in common. For example, if the target market is presented by teenage girls between 15 to 18, it is clear that this type of target market is sensitive to price since those customers probably do not work yet. Also, previous characteristics should relate to decision making while buying the products or service. Target market also has to fulfill another important criterion- it needs to have the right size. It should not be too big, since in that case is hard to comply to all customers, on the other hand, it should not be too small, because in that case there will not be enough customers- which means for company smaller profit. The fourth criterion is reachable, which means that the selection needs appropriate size and definition for successful and effective ways to gain customers. (Abrams, 2014, 104-105)

### 2.2.4 Competition

According to Abrams, every company has usually a competition. Competition can be defined as a company which offers similar product or service. It represents a risk, since it can be

problematic to gain customers because of it. There are many factors why can customers give priority to a specific company- a product quality, the price of the product, a design, durability and many others. (Abrams,2014, 104)

When mapping the competitive companies, it is useful to exploit Porter's five forces analysis. This analysis takes a look at:

### ***Threat of new entrants***

New entrants or new competitions can be defined as companies which are not competitive, but they can decide to become a competition, when it is easy to go through barriers, which can avert the entrance to the market. These factors are the customer's dedication, absolute cost advantage, and economy rate.

### ***Rivalry among existing competition***

The second category of Porter analysis is the rivalry among existing competition, which can be defined as a competition between companies which are currently on the specific market. It can be problematic in case of pricing strategy. When the competition is weak, the other companies are allowed to increase their prices, since customers will still buy its products or services. On the other, when there are many companies, which are counterbalanced, it leads to price competition. This means that those companies are consciously lowering the price of their services or products to gain more customers since customers usually prefer the same or similar product for lower price.

### ***Bargaining power of buyers***

The third force in Porter's model is related to demand. It depends if the demand is strong or not- in the case when customers force is not strong, companies can basically increase the price. However, when buyers force is strong, companies are not allowed to increase their price that much, if it is demanded, they should work on the quality of their products and services as well. Buyers force is strong under these conditions: if buyers buy a big amount of products, if buyers can choose from companies which offer products with lower price than their competition, if it is possible that buyers buy some products from different companies at the same time and if buyers are allowed to make similar products which are offered by themselves.

### ***Bargaining power of suppliers***

The fourth force deals with suppliers. Again, it depends on if suppliers have strong or weak force. In case of strong force, they can easily increase the price of supplied products, ingredients or material. Opposite action can happen when suppliers have weak force, in this case, it is easier for subscribers to negotiate about price and quality.

### *Threat of substitutes*

It is clear that companies which offer substitutes are usually very competitive because the only difference which could be seen by customers is a price. That is why it is hard to increase the price of the products or services. On the other hand, when there are not many companies which offer substitutes, there is a chance for the company to increase the price, because customers do not have many other opportunities where to buy something. (Dedouchová 2001, 17- 23)

### **2.2.5 Marketing plan**

Marketing plan basically serves to find and analyze the biggest strengths and opportunities the specific company has, and on these features is built the whole decision making in case of what the company will do, when, where and how. Overall, marketing is used to find out what offer to customers with the aim that they will be content. For this, it is essential to know customers- to know the target market. Not only that the specific business should offer a range of products or services which meet demand, but they also have to do constant research, because customers wants are changing during the time, the expected new supplied products.

Firstly, it is recommended to think about marketing aims and strategies. Those are ideas what is wanted to be gained in future and with which help. Marketing strategies can be differentiated by many factors- the business can, for example, focus on the usage of different pricing strategies such as penetration strategy or skimming price strategy. All strategies should be reflected in the marketing mix, which consists of the description of product, price, promotion, and place. (Westwood, 2002, 9-88)

Stevens also adds that there are many tools which can help with establishing a prosperous marketing plan of the company. That is marketing research, which plays a big role when thinking about marketing processes. There are many types of marketing research- market research, product or service research, consumer research, competitive research and environmental research. There are some tools which can be used when doing a marketing research, for example, usage of a questionnaire, surveys, focus groups, Gap analysis or SWOT analysis. (Nykiel 2003, 10-18)

### **2.2.6 Management**

According to McKeever, it is firstly important to decide about the personality of the business. This means that it should be clear how employees will help to express company's personality- for example, if the company's main value is customer care, employees should



be enthusiastic about helping the customers to choose the right product for them. Basically, it is recommended to think about what type people suit the company the most.

The second step is to focus on job descriptions, which should consist of the name of the specific job position, required duties of the employee, required skills and suitable personality of the employee, required education and monthly wage or salary with offered benefits. (McKeever, 2010, 199)

The right selection of the employees is one of the key actions which has to be done before starting a business. According to Dědina and Odcházal (2007, 45), the most successful way how to distinguish the right employee is through a structured interview, when the interviewer asks about how the individual would act in a specific situation. However, the easiest way how to get the most suitable people is through assessment centers, on the other hand, this way can be expensive for smaller or starting companies.

Also, it is necessary to think about the organizational structure. There are many types of them: linear, staff, combined, operational, product and strategic business operational structures. Organizational structure is usually chosen according to who has the decision making competence to whom. Some structures, such as linear, are more beneficial for smaller enterprises, the relationships between management are clearly defined, some people decide about tasks and other people fulfill the tasks. On the other hand, linear management is not recommended to bigger enterprises, since the tasks and decision making is more complex. For larger companies is more beneficial usage of flexible organizational structures, such as programming, project or matrix structure. (BusinessInfo.cz)

### **2.2.7 Operational plan**

The operational plan can be defined as a summary of activities, or work-behind-scenes which has to be done to successful business. The operational plan should consist of parts which are:

- Distribution channels
- Right premises
- Safety and quality standards
- Materials and stock
- Quality level
- Key personnel
- Bookkeeping
- Insurance (Record 2009, 55-63)

Finch also highlights processes which may be done when establishing a store. The whole process consists of parts such as buying, stock control, new store development, store design, products display and promotion and store management. (Finch 2010, 49-50)

### 2.2.8 Finances

The last part of a business plan should be focusing on the finances of the business because it is important to calculate everything from the very beginning of running a business. The financial state of the company tells if the company is profitable or not.

The first step when thinking about finances is where they will come from. Besides finances that establisher of the business already has, there are some other ways how to get money, for example from banks, venture capital companies, business angels, business contacts or they can be borrowed by family or friends. (Record 2009, 89- 90)

Besides that, Finch (2010, 89- 107) also adds that there should be mentioned basic elements, such as profit and loss account, cash forecast and balance sheet.

- Profit and loss account

Profit and loss describe costs and income and compare them to find out if the business is profitable or not. For realizing the net profit, the tax has to be taken off.

- Cash forecast

In the cash forecast, there should be mentioned incomes and expenses in details to not forget anything important. It is also important to point out break- even analysis, which helps to find out what reduction in sales would bring the business to zero profit but also no loss. For calculating the break- even points, it is necessary to summarize all fixed and variable costs. The outcome of break- even analysis is to realize how much variable costs is needed for zero or more ten zero profit.

- Balance sheet

The balance sheet should consist of assets and liabilities of the business and it is based on double- entry bookkeeping. It basically says that all assets have to be paid for by a source of liabilities, also, assets and liabilities has to be in balance.

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

In the theoretical part, there was shortly described a business background in the Czech Republic, such as short history and basic conditions for running a business. There can be found also different criteria of division of the enterprises- according to its type of production, size, number of employees, amount of assets or according to its legal form. Also it is necessary to think about entrepreneur's personality and factors which influences the entrepreneur. In the second chapter of the theoretical part, there are described goals and benefits of the business plan followed by essential parts of business plan described in details. Those parts are executive summary, description of the company, target market, competition, marketing plan and selling, management, operational plan and selling. Business plan has to be compiled in a right way to become feasible.

## **II. ANALYSIS**

## 4 QUESTIONNAIRE

Before writing the business plan, it was necessary to create a brief questionnaire which helped to answer some questions. The whole questionnaire can be found in Appendices. The questionnaire was created in Survio.cz.

Respondents of this questionnaire were users of Facebook, since the questionnaire was shared in two groups- in group which serves for third year student of English for business administration and also to the group which serves for third year student of Social pedagogy in combination form of study. Those groups were chosen because it was easier to get respondents there. They were also chosen because of different age range- in the first group of students of English, there are students mainly about 21 years old, comparing to the Social pedagogy group, there are also much older students, since the form of this study is combination (there are many students which study and work at the same time).

When sharing the questionnaire, it was clearly requested that it can be filled in only by women, since the target market focuses on women. Overall, in those two groups, there are altogether 57 female respondents from Social pedagogy group and 158 female respondents from English for business administration group. This is all together 215 addressed respondents, however, the questionnaire was filled in by 100 respondents.

The questionnaire's results were compiled by Survio.cz into different kinds of graphs. The individual responses are processed later, especially in chapter Target market. The responses were also used to decide or predict how big the sales will be in the chapter Financial plan.

## 5 THE BUSINESS PLAN FOR A NEW COMPANY FIALKA S.R.O.

### 5.1 Title page

Figure 1: Logo (own creation)



Name: Fialka, s.r.o.

Legal form of business: s.r.o.

Residence of the company: Náměstí Práce 2523, 760 01 Zlín

Date of formation: 1. 12. 2018

Registered capital: 1 000 000 CZK

Owners: Eliška Kopečková and Irena Kopečková

Contacts: Eliška Kopečková

Email: [elikopekova@seznam.cz](mailto:elikopekova@seznam.cz)

Tel.: 737 111 465

Web page: [www.fialkakosmetika.cz](http://www.fialkakosmetika.cz)

Facebook page: Fialka- přírodní a veganská kosmetika

Instagram page: @Fialka\_kosmetika

## 5.2 Summary

This business plan will cover all topics which are important to think about before establishing a business. The first chapter is a short description of the company and the products which this company offers. The second chapter focuses on the PEST analysis. In the following chapter, there will be mentioned some important aspects of our competition and how it possibly could influence our business. Then, it is important to find the right target market. This will be done with a help of a short questionnaire, which was sent to one hundred women. In this business plan, there will be created two plans- marketing and financial plan. In the marketing plan, there will be evolved SWOT analysis, which is necessary to found out strengths, opportunities, weaknesses, and threats of Fialka company. In the financial plan, there will be described basic financial issues. Also, it is essential to describe the management of the company as well. This business plan also consists of chapter Operational plan, since it is necessary to have a look at some essential steps which has to be made before the beginning of the business. Later, there will be also mentioned basic information about the future development. The last part of this business plan deals with finances, there can be found the starting budget, cots, revenues and profit, and there is also a calculation of the predicted sold amount of goods per year.

## 5.3 Description of the company

Fialka is a company which will be established by two people- Eliška Kopečková and Irena Kopečková. Irena Kopečková is a key person since she assures the registered capital of 1 000 000 CZK. The type s.r.o. was chosen because of the guarantee only by the property of the company. Also s.r.o. company creates an impression of stability and reliance. The planned date of starting the business is at the end of the year 2018 since the department house where the store is planned to be situated is still in reconstruction.

This company is established on making nice quality, natural and vegan products, which can be used on the whole body. That is why is it called Fialka, since Fialka is a flower, so it gives the brand a symbol of something nice and natural. The purple color can be also found in our logo. The scope of business is number 17- Production of chemical substances, fiber and preparations and cosmetic products. Even though Fialka will be a small company, its vision is to make its customers happy by offering them high quality and nice products. Fialka company wants to spread the thought of that there are ways how to care about our bodies in a harmless way, that it is not necessary to test on animals and it is beneficial to use the power of nature to create products, which will serve to satisfy customers' needs.

Even though the Fialka company will be a new company on the market with cosmetic product and does not have any history, it will focus on bringing near to the competition companies which are leaders on the market. This will be done with the investment into promotion, which will be done through several ways- on social media and through workshops. Workshops are seen as a big advantage of this company since the competitive companies usually do not offer anything like this. These workshops will serve to attract attention to our products, to gain new customers and lastly just for entertaining our customers to gain their trust.

Fialka's products will be made through cooperation with company ACE Trade s.r.o., which is a leader in producing ingredients and manufacturing products on the Czech market. Our products will be manufactured there according to our design and rules; the ACE Trade will also provide packaging of products. Anyway, everything including labels will be designed by us. All our products will be sold through the store in Zlín, but also through e-shop, where will be probably purchased more products than in the store. Opening hours of store are in the following table:

Figure 2: Opening hours (own creation)

<b>Opening hours</b>	
Monday	9: 00- 17:00
Tuesday	9: 00- 17:00
Wednesday	9: 00- 17:00
Thursday	9: 00- 17:00
Friday	9: 00- 17:00
Saturday	Closed
Sunday	Closed

### 5.3.1 The product

Products created by Fialka company will be created only from natural products. All products will be vegan and with a simple structure; they should not contain any unnecessary ingredients and they will be made by using simple technologies. Both product lines will consist of natural and fresh ingredients, therefore an aspiration time of those products is not



as long as in case of chemically made cosmetics. On the other hand, natural and fresh ingredients have some huge benefits for the skin and hair. (consumernutritioncenter.ca)

The Fialka company is going to offer caring products for different skin types and also for hair. Products for skin is planned to be divided into a product that can be used on mature skin, normal skin and for problematic skin. The skincare product line will be divided into night oil serums, day creams and hydrating face mist. The body care line will consist of all-purpose balms. The hair product line will be consisting of leave-in conditioner. This basic product range is planned to be enlarged in the future.

- *Night oil serum for problematic skin*

This product consists mainly of natural cosmetic oils, on the first place, there is jojoba oil, which is great for problematic skin since it does not clog pores and it has the power to keep skin's greasiness balanced. It is also good for the eradication of wrinkles. The second contained ingredient is buckthorn oil, which contains a lot of vitamin C which helps to brighten up the skin and make it healthy. It is also great for healing any tiny little wounds, which customer might have because of acne or any other skin problems. This product also contains many other ingredients which help to hydrate the skin overnight. It should be applied after the skin is perfectly cleaned and a little bit wet since this helps to oils to soak in perfectly. It is not recommended to use it on the eye area since it also contains tea tree oil which can be irritating to such a delicate area.

- *Night anti-aging oil serum*

This product also consists mainly of natural cosmetic oils, in the first place there is argan oil, which has great anti-aging features. It is also complemented by a huge amount of hippie oil, which is perfect for dry skin and wrinkles. The third main ingredient is macadamia oil, which is also anti-aging. This serum also contains vitamin E, which is great for moisturizing the skin and for healing any blemishes. It should be applied after the skin is perfectly cleaned and a little bit wet. Recommended to use it on the eye area and not forgetting a neck and a décolletage.

- *Night oil hydrating serum*

This product mainly consists of natural cosmetic oils and aloe vera gel. Aloe vera is specific for its great hydrating function. It is made by leave of aloe vera plant. This product also contains jojoba oil which suits every skin type. Night oil hydration serum can be used on every skin type since hydration is the key to a beautiful and healthy skin. It should be applied after the skin is perfectly cleaned and a little bit wet.

- *Day cream for problematic skin, Day anti-aging cream and Day hydrating cream*

These products can be used in addition to night oil serums. They basically contain the same caring ingredients as night serums, but they are in a form of a cream, so they are not that heavy, so it is easier to use them in the daytime. Those cream are also perfect as a base for make- up. The main ingredient is vegetable glycerin, which is combined with stearic acid and natural cosmetic oils. It is recommended to apply it to clear skin before make- up application. Can be used also on the serum.

- *All-purpose balm*

Fialka company offers many types of all-purpose balm. The basic line offers All- purpose balm witch coconut, All- purpose balm with orange and All- purpose balm with lavender. All three balms are mainly made of candelilla vax, which is plant base vax used instead of bee vax since the Fialka brand is a vegan cosmetic brand. Those products are also made of natural oils, such as coconut oil and almond oil, which have great moisturizing features. It also contains cocoa butter for a nice smell. Recommended to be applied to all of the body.

- *Hydrating face mist*

This product is mainly made of rose hydrosol, witch hazel hydrosol, and tulsi hydrosol. Those three hydrate the skin and prevent the skin from breaking out. It is recommended to apply it before putting on cream or serum so they will soak in better. It can be also used for refreshing the skin during the day and for make-up fixation.

- *Leave-in hair conditioner*

This product also contains natural cosmetic oils, such as coconut oil, jojoba oil, but also mint and tea tree essential oil. The main ingredient is mint flower hydrosol. This mixture of ingredients refreshes and moisturizes hair at the same time. It is recommended to shake it before use, so all ingredients are perfectly mixed. It should be used on washed wet hair.

Figure 3: Products (own creation)



## 5.4 PEST analysis on the relevant market

The PEST analysis focuses on political, economic, social and technological environment where the specific business is situated. The PEST analysis is done to think about business in long term- to know what could possibly influence the business no matter if in positive or negative way.

### 5.4.1 Political environment

#### *Taxes*

In the case of s.r.o. company, which is established by legal entity, it is necessary to pay off 19% tax from the profit. This significantly lower the net profit of the company. There is a risk that in the future the tax from the revenues of legal entity might be higher, that would cause lower revenues for the company or bigger prices of products which is not beneficial in case of gaining new customers. (Finance.cz)

#### *Legislation*

In the market with cosmetic products, there are already some legislative conditions. According to law No. 258/2000 Coll. and No. 1223/2009 about cosmetic products, there are some obligatory steps which have to be made before selling cosmetic products on the market. Those are an evaluation of products safety and obligatory storing of technical documentation about the product (description of the products, report about the safety of the products, description of the manufacturing process, in special cases evidence about the promised effect of the products, data about the testing of products on animals). Also, there has to be fulfilled

some notification according to law No.258/2000 Coll., which means to: lead a fair selling, inform customers about features of the product and not to deceive customers. (Szú.cz)

#### **5.4.2 Economic environment**

##### ***Unemployment and wages***

In case of unemployment, there is a possibility that people who are unemployed, would not have enough money to spend on our products. If this situation happens, it is probable that they would spend money rather on a cheaper version of our products at competitive companies. Also, it is natural to cut money spending on the field of cosmetics products which are not essential for everyday life and for basic hygiene. Besides unemployment, it is necessary to consider also rate of minimal wage, which is nowadays 12 200 CZK. It is clear that people with minimal wage would not like to spend a lot of money for our products, so the wage number influences the decision making about buying of cosmetic products. On the other hand, the average wage is 29 503 CZK which is quite a lot, and this could have positive impact on our sales. (Czso.cz)

#### **5.4.3 Socio-cultural environment**

##### ***Demographical development***

Social-cultural factors can significantly influence the business as well. The business can be successful depending on different social groups. Since Fialka's store will be located in Zlín, it is very probable that there are many people with secondary and higher education, who are more likely to have a job which ensures them enough money to spend on our products. Also, from the point of demographical development, there are more women than men in the Czech Republic, so it is more beneficial to focus on female target market.

##### ***Preferences***

Preferences are important as well. Since people have different preferences on cosmetic products, not everyone would like our products. But nowadays, it can be said that natural and vegan cosmetic products are becoming more and more popular since there is kind of trend to think about what is harmful to nature and for people.

#### **5.4.4 Technological environment**

##### ***Price of technological devices***

Technological changes also play important role in running the business. That is because it is arduous to create cosmetic products. The increase of the prices of technological devices for fabrication of products would probably lead to increase of the prices of the products so the

demand might be lower. Essential is also the price of electricity since it is necessary to use electricity in process of manufacturing products.

### *New technologies*

In case of the technological environment, it is important to mention also new technologies of making the products. It is beneficial to keep up with technological trends in this type of industry. Those might be some new ways how to process ingredients into final products. Also following new technologies might help the company with saving money since new technologies are usually invented to be more economical, which means that they, for example, do not need so much energy for running, or they are designed for making less waste.

### *Distribution*

Distribution plays important role in case of successful business, it is advantageous for the company to reside in Zlín, since Zlín is connected to highway network. It is way much easier to distribute the products, because products which will be ordered in e-shop will be sent from seat of the company, which is in the center of Zlín.

## **5.5 Target market**

The selection of target market is mainly based on our predictions and on a short questionnaire consisting of fourteen questions. The whole version is available in Appendices. The questionnaire can be filled in only by women, since we assume that our products will be bought only by women customers, it would be very exceptional if men buy this type of cosmetics. The questionnaire was filled in by one hundred women.

Firstly, in case of age, the biggest group were respondents in age between 21 and 30, the second group consists of respondents in age between 41 and 50 and the third group consists of respondents in age between 31 and 40. From the first group (21-30), 44 respondents of 64 would like to buy some of our products. From the second group (31-40) 7 respondents of 13 would like to buy some of our products. Lastly, from the third group (41-50) 7 respondent from 15 would like to buy some of our products.

This gives us an idea that in case of age, we should focus on women with age between 21 and 30. However, since the questionnaire can be a bit biased because it was shared on social media, we expect to find customers also in age between 30 and 50. This can be achieved by offering different types of products- products which are used on young

(problematic) skin, hydrating products which can be used by anyone and anti-aging products. All those products can be found in our starting line of products.

Figure 4: Demographic (own creation)

<b>Demographic</b>	
Age	20-50
Sex	Female
Education	Secondary or high
Revenue	Medium price category
Nationality	Czechs- products offered only

Also, another question was connected to how successful would be for us to place our store in Zlín. Exactly 63 respondents come from Zlín region, according to individual responses, 40 of respondents who live in Zlín region would buy our products, which mean we would have here potential customers. However, our company sells products also through e-shop, where people from every region can shop our products.

Figure 5: Geographic (own creation)

<b>Geographic</b>	
Region	Zlín region
Availability	Store- centre of Zlín, E.shop- whole Czech Republic

The third issue which is needed to know in case of the target market is to find out if people focus on natural cosmetics and if they have the ambition to participate on workshops which will serve for the making of own custom cosmetics. Firstly, 51 respondents answered that they are interested in natural cosmetics, which creates for us an opportunity to be successful on market with cosmetics. Also, 44 respondents are interested in workshops, which gives us the expectation that workshops held in our store will be successful.

Figure 6: Psychographic (own creation)

<b>Psychological</b>	
Activities	Trying new things, effort to take care of appearance
Interests	Cosmetics
Values	Buying quality, vegan and natural products

## **5.6 Competition**

In case of competition, our company used five forces analysis (Porter analysis) to summarize all essential information connected to the competition. Porter analysis focuses on the threat of new entrants, the threat of substitutes, bargaining power of suppliers, bargaining power of buyers and rivalry among existing competitors.

### **5.6.1 The threat of new entrants**

Of course, the entrance of new cosmetic companies can be risky for Fialka, especially when some which offer cosmetic will appear in the same department store, where the Fialka's store will be situated.

### **5.6.2 Rivalry among existing competition**

There are many competitive companies on the market, overall all cosmetic brands can be considered as competition. When we take a look at companies which are offering natural, or natural and vegan cosmetics, there are still a lot of them. For example, Lush, Alverde, Manufaktura, Saloos, Havlíkova přírodní apotéka, Lavera, Natura Siberica, Purity Vision, Weleda, Topvet and some others. For our company Fialka it is advantageous that on the Czech market, there are not many vegan brands offered.

### **5.6.3 Bargaining power of buyers**

It is hard to say how strong our future buyers will be, but according to a questionnaire, more than half of respondent would like to buy some our products. However, since the company will be new on the market, it can be predicted that power of buyers will not be strong enough so we would have to look at their wants and needs, and that means that we are allowed to have higher prices. Although this could be beneficial for our earnings, Fialka company focuses mainly on customer care. Also, since there is a lot of competitive brands and Fialka will be new on the market, it cannot afford to have too high prices.

### **5.6.4 Bargaining power of suppliers**

Hopefully the force of suppliers will not be strong enough to cause an increase in the price of ingredients, however, it would be responsible to take a look at it as a possible situation. In case of the increase in the price of ingredients, it would be necessary to also increase final price of products or decrease costs for production.

### 5.6.5 The threat of new substitutes

Threats of new substitutes are in close relationship with the threat of new entrants- both are highly probable to appear on the market. However, the danger of new substitutes is not that high, even though there can appear a lot of companies offering natural and vegan cosmetic products, it is not highly probable that they would offer substitute products- furthermore, it would be against law to exactly copy our products.

To summarize the competition, even though there are many companies who offer similar products, it is company for the cosmetic environment, and our company relies on the fact that different people have different preferences, so there is a big possibility that we will find customers who will prefer our products. Our big advantage is that the store will be placed in a new department store in the center of Zlín, so it will be easy to attract the attention of our customers because we predict that a lot of them will be curious about our shop when visiting the new department store. Also, Fialka company plans to get a trademark, which has several advantages in case of competition- basically it differentiates the brand and defends against competition. No one could misuse our products or our e-shop.

## 5.7 Marketing plan

Fialka s.r.o. is a new company in a market and it requires strong marketing plan for being successful. Firstly, it is important to summarize company's strengths, opportunities, weaknesses, and threats through the SWOT analysis. Also, it is necessary to think about main aim of marketing and its strategies, which can be expressed by marketing mix.

### 5.7.1 SWOT analysis

Fialka company has got many strengths and opportunities, on the other hand, there are also some weaknesses and threads.

#### *Strengths*

The biggest strength of Fialka company is that it will offer high-quality vegan products from natural ingredients which are also closely connected to another strength- good image on the market. It is clear that nowadays natural and vegan product is highly demanded since there is an increase of people who care about products which are not tested on animals and which are beneficial for their body because of natural content. Also, Fialka makes products which are suitable for more age categories, since there are products for mature skin but also for problematic skin, which is connected mostly to young skin. The last strength is strong



customer care. The main Fialka's goal is to take good care of customers, to help them to find the right product for them and give them the experience of enjoying to use its cosmetics products. In the future, there are planned many workshops, which will take place in a store in Zlín, where Fialka's customers can try to make their own custom products with help of employees and specialists. Fialka also sees strength in increasing its product range in the future. In the beginning, there will be sold just product which is described more in detail in the chapter The product. The product range will be amended by skin care, hair care and body care product which are described in more details in chapter Future development.

### ***Opportunities***

In case of opportunities, Fialka's biggest opportunity is to gain customers because of quite high demand of natural and vegan cosmetics, since it seems that people nowadays think more about what they put on their bodies and how testing cosmetics is harmful animals, but overall how not relevant usage ingredients in cosmetics can be harmful for our planet. Fialka company does not have such a big aim in case of export to foreign countries. But at least after the first year, Fialka company wants to export in Slovakia, since it is neighboring country to the Czech Republic, so it is very close. Also, it is quite common nowadays that Czech companies export to Slovakia. The last opportunity is connected to an opening of new stores in the Czech Republic. In the beginning, it is planned to keep only one store in Zlín, but if the demand will increase, it will definitely lead to establishing new stores, probably in bigger cities such as Praha, Brno, Olomouc, and Ostrava.

### ***Weaknesses***

Fialka's biggest weakness is that there will be opened just one store in Zlín in the beginning. That can lead to lower profit because even when there will be e-shop, some people might still prefer shopping in shops rather than through e-shop. Reasons might be shipping payment or distrust to buying on e-shops, because there can be many problems, for example, that product does not belie a description.

Another weakness of Fialka company might be that people do not know about the Fialka brand, since it is new in the market.

### ***Threats***

Lastly, Fialka's biggest thread is already existing competition or competition that can appear on a market. In the market with natural cosmetics, there are already some Czech brands like Yves Rocher, Saloos, Renovality, Havlíkova přírodní apotéka, Nobilis Tilia, Dr. Popov and many others. Competition is described in more details in chapter Competition. Also, possible failure can be caused by increasing prices of ingredients which are used to make our

products. Low demand can be dangerous for the business too, of course. Another threat can be a smaller target market. Fialka company targets only women, there are no products for men and for kids. On the other hand, it is better for business to focus just on one group of customers. In relation to the small target market, there is also logically smaller product range. Fialka does not offer any cosmetic products for men and children, however, some those products can be used by men or children, especially for example body balms, which are very neutral.

Figure 7: SWOT (own creation)

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• High quality products with decent design</li> <li>• Good image (natural and vegan cosmetics)</li> <li>• Cosmetics for many categories of age</li> <li>• Strong customer care</li> <li>• Increase of product range</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Only one store in Zlín</li> <li>• Smaller target market</li> <li>• Awareness of Fialka brand</li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Market with natural and vegan cosmetics is expanding nowadays</li> <li>• Export to foreign countries (Slovakia in the beginning)</li> <li>• Opening of new stores in Czech Republic</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Increase of competition with this type of product</li> <li>• Possible increase of prices for ingredients</li> <li>• Low demand</li> <li>• Smaller range of products</li> </ul>

**5.7.2 Marketing aims and strategies**

The main aim of our company in case of marketing is to address to a new customer in purpose to gain some of them. According to the responses in a questionnaire, 62% of respondents would like to buy some of our products, which gives us the opportunity that our company could be successful. Marketing strategies will be described in more details in the following chapter.

### 5.7.3 Marketing mix

#### *Product*

Fialka company makes cosmetic products which are designed for women. In the beginning product range, there can be found three types of Night oil serums, three types of Day cream, All-purpose balm, Hydrating face mist and Leave- in hair conditioner. Those products are described in more details in the chapter The product. All our products are made with natural vegan ingredients. Natural means that products are really made just from natural ingredients, for different kinds of oils, herbal extracts, essential oils, natural glycerin and so on. Products do not contain any chemical ingredients like parabens, silicon, alcohol, sodium lauryl sulfate etc., which can cause irritation and overall they are effective only for short period of time. Vegan means, that it is not made from any animal products as well as an ingredient is not tested on animals.

Also, the design of products is important for our company because it creates a good image of the brand. Product containers are made of glass and plastic. Those containers are in neutral colors- black, white, golden and see-thru plastic. They are very simple looking. Also, labels on those products are very simple, there is usually just logo of Fialka company and a name of the product. In the back, there is also label containing ingredients and short instruction how to use the specific product. Our goal is to use as less unnecessary material for packaging as possible. When customers order a package from e-shop, they will receive the chosen product which is replaced in a carton box filled with eco- friendly packaging filling. Fialka company will cooperate with company Ebal, specifically, we are planning to use the Skropak filling material, which is mainly made of potatoes, corn, and cereals, so it can be easily recycled by putting into compost.

#### *Price*

Price of products represents income for our company, so it is very important to define its value. It should be enough to ensure us some profit, at the same time it should not be too high because of competition. Fialka company does not prefer any type of pricing strategy. Our goal is to make high-quality products, which will meet customers demanding price as much as possible. Requirements of the target market, prices of ingredients and other costs are taken into consideration when calculating the right price for each product. According to the questionnaire, the price which the most of respondents are willing to pay is up to 500 CZK for skincare (serums, day creams, face mist). For body care, most of the respondents are willing to pay up to 200 CZK Lastly, for hair care, the most respondents are willing to pay up to 200 CZK. This is a draft of prices of individual products:

*Night oil serums (30ml) 499 CZK*

*Day creams (50ml) 399 CZK*

*All-purpose balm (100ml) 199 CZK*

*Hydrating face mist (150ml) 249 CZK*

*Leave-in conditioner (200ml) 199 CZK*

### ***Place***

Our Fialka store is planned to be situated in new department store Zlín which is currently in reconstruction, but it should be finished in the middle of the year 2018. This department store will be modern, there are planned to be a lot of places for restaurants, cafés, bistros, confectioner's and shops in the first and the second floor. In the third to the sixth floor, there will be placed office spaces. The most part of this department store will be occupied by new four-star SPA hotel with restaurant, wellness, and a fitness center. Fialka sees this place as a big opportunity to gain new customers since this department store will be visited by many people. The store will serve for selling our products but also for many other events which will be held there to support the promotion. (Obchodnidumzlin.cz)

### ***Promotion***

Fialka will be a new company in the market which requires good marketing plan and especially promotion because the general public does not know anything about us and our products. Essential instruments used for promotion will be social media. Those will be the Facebook page, Instagram account, and advertising through blogs.

- *Facebook*

On this platform, there will be created an account with name Fialka- přírodní a veganská kosmetika. The main aim of this Facebook page is to inform customers about our products, about basic information and what are they good for. There will be series of posts about individual products. Customers will be informed there about any discounts, benefits and new products as well.

- *Instagram*

On this platform, there will be created an account with simple name Fialka. The aim of creating this account is more or less the same as it's in case of Facebook. The difference is, that on Instagram, there is a possibility to add pictures and especially stories which can be watched by customers for 24 hours. In those stories, there can be shown any actualities,

tutorials how to use our products, any points of interest, customer good recommendations, answers to customer's questions and many others.

- *Blogs and Youtube*

Fialka company would like to address its customers through bloggers and vloggers since nowadays it is a popular and effective way how to advertise different types of products. We would not care much about the number of readers which particular blogs have, but we would prefer to choose blogs according to their theme. We prefer cosmetic and lifestyle blog which focus on natural cosmetic. Authors of blogs should be completely honest about our products. There should be added further information about the product and personal evaluation.

- *Workshops*

Those workshops will be held probably once a month. They will be focusing also on cosmetics. Workshops can focus on making own custom cosmetics, especially products which are easier to make, for example, any type of balms, bath bombs and so on. Also, there can be held some lectures and talks about cosmetics, for example focusing on how to care about any skin type and others. Those workshops are the sign of great customer care, which is the most important principle for Fialka company. If the company could afford it, it would be great to invite different specialists who focus on cosmetics, such as some dermatologists, consultants or make-up artists, who also works with skin care.

#### *Costs for promotion*

In case of costs, only ways of promotion which require costs are Facebook page, packages for bloggers and youtubers and workshop, even though there will be picked some symbolic admission for them.

- Costs for Facebook- 3 000,- for one month

There will be paid 100 CZK every day in a month to support promotion of our Facebook page, which is 3 000 CZK total in one month.

- Costs for packages- 2 000,- for one month

There will be sent packages to four people, each in value of 500 CZK

- Costs for a workshop- 2 000,- for one month

One workshop will be opened for 15 participants- each participant has to pay 100 CZK as a admission. Altogether it is 1500 CZK and the company will add 2000

CZK. That means, there is 233 CZK for each participant, and this money can easily cover packaging, ingredients and tools which are necessary for making their DIY products.

## 5.8 Management

In this chapter, there are described key functions in our company, however, the number of employees could increase with the expansion of the company or if it will be needed in the future.

Fialka is a small company, the most of the work is done by establishers of this company, with help of some more employees. There are not named any exact people who will work for this company yet, but each position is described according to its work responsibilities.

- *Owner- Eliška Kopečková*

This person will be responsible for marketing. She will be also involved in designing new products and new technologies. The last task is to administrate e-shop together with shop assistants.

Wage: 25 000 CZK

- *Owner- Irena Kopečková*

Besides the leading of the company together with the first owner, this person will be responsible mainly for accounting and overall finances of the company. She will be also involved in designing new products.

Wage: 25 000 CZK

- *Shop assistant*

This person's main responsibility is to sell our products in a shop which will be situated in the department store in Zlín, but also to participate on preparing and packing the products which will be ordered on or e-shop. In the beginning, there will be need of two shop assistants, but in the future, the shop and e-shop might require more staff.

Required Education: Maturita exam

Wage: 18 000 CZK

## 5.9 Operational plan

Operational plan requires essential elements such as distribution channels, right premises, safety and quality standards, materials and stock, quality level, key personnel, accounting, insurance and future development.

### 5.9.1 Distribution channels

The products will be distributed through two distribution channels:

- Store: Náměstí Práce 2523, 756 01 Zlín
- E-shop: [www.fialkakosmetika.cz](http://www.fialkakosmetika.cz)

### 5.9.2 Right premises

According to law No.258/2000 Coll. and No.1223/2009 about cosmetic products, there are some obligatory steps which have to be made before selling cosmetic products on the market:

1. Evaluation of products safety
2. Storing of technical documentation about a product, which consists of:
  - Description of the products
  - Report about the safety of the product
  - Description of the manufacturing process
  - Evidence about the promised effect of the product
  - Data about the testing of products on animals
3. Fulfill notification according to law No.258/2000 Coll., which means to:
  - Lead a fair selling
  - Inform customers about features of the product
  - Not deceive customers (Szú.cz)

### 5.9.3 Safety and quality standards

Because our products will not be made in our own plant at the beginning because the cost would be too high, our company will cooperate with ACE Trade s.r.o. which owns few certificates which ensure sufficient quality of products:

- ISO 9001
- ISO 14001
- GMP
- IFS HPC
- FSC
- PEFC
- RSPO (ACE Trade, 2018)

#### 5.9.4 Materials and stock

The Fialka company's main supplier of ingredients will be ACE Trade s.r.o. which is a wholesale distributor of cosmetic ingredients. Also, we will cooperate with our main supplier of packaging material which is ADK Trade s.r.o. through their e-shop Ebal.cz.

<http://acetrade.cz/o-nas>

<https://www.ebal.cz/Stranky/O-nas>

#### 5.9.5 Quality level

Quality of our products will be determined by two essential certificates:

- NPA Natural Products Association certificate
- The Vegan Society certificate

However, to gain the status of certified natural and vegan cosmetics is a long-term run for our company, since there are some restrictions and costs for getting them.

#### 5.9.6 Key personnel

To run a successful business, it is necessary for us to employ enthusiastic and reliable staff. There is a list of required staff, their positions are described in more details in the previous chapter.

- Marketing manager
- E-shop/web page administrator
- Product designer
- Accountant
- Shop assistant

#### 5.9.7 Bookkeeping

Bookkeeping will be done within the company by accountant Irena Kopečková.

#### 5.9.8 Insurance

Insurance of employees is a duty of every employer. In case of Fialka company, the rate of insurance which will be paid for the employee will be calculated according to the percentage which is obligated by state permission.



### 5.9.9 Future development

Company's plans for the future are mainly established on an expansion of the products- we want to widen our range of products. These are some product which is planned to be added to our basic range:

- Eyelash/eyebrow growth serum
- Lip oil
- Eye cream
- All-purpose balm Happy belly (for pregnant women to prevent stretch marks)
- Hydrating body milk
- Bath bombs
- Deodorant
- Body and face peelings

Besides products above, we would also like to focus on offering the limited edition of our products, for example in Christmas time the All- purpose balm with gingerbread scent or Gingerbread bath bombs with golden glitters.

Also, it might be beneficial for selling to offer product range for kids and men.

## 5.10 Financial plan

The financial plan consists of estimated sales which are done on a base of responses to the questionnaire. Also, there is a table which shows the calculation of the product prices. It was also essential to realize how much the company will need for starting budget and for monthly and annual fixed costs. It is quite problematic to find out how much variable costs is needed since they change with production. Overall, it is important to say that the financial plan was compiled both on the estimation and results of questionnaire.

### 5.10.1 Prediction of number of sold products

Figure 8: Sold products (own creation)

	Customers	Products	Pieces
Serum	35	2	70
Cream	35	2	70
Mist	35	2	70
Balm	49	5	245
Conditioner	49	10	490

The table is divided according to the type of product- serum, cream, mist, balm, and conditioner. According to the questionnaire, in case of skincare, 35 of them would like to buy these products, in case of body and hair care, 49 of them would like to buy these products.

In the second column, there are data which were also detected thanks to the questionnaire. There are numbers of specific products bought per year. It for example means that customers buy day creams twice a year. In the third column, there is the number of products that we might sell in a year if the company get loyal customers.

This table is done according to estimation that Fialka will have 35 loyal customers which are willing to buy about 6 products of skin care products in a year and 49 loyal customers which will buy about 5 pieces of body care and about 10 pieces of hair care in a year.

### 5.10.2 Price of individual products

Figure 9: Prices (own creation)

Product	Selling price	Costs for supplier	Packaging	Total cost	Profit
Night oil serum	499	166	15	181	318
Day cream	399	133	15	148	251
Hydrating face mist	249	83	15	98	151
All- purpose balm	199	66	15	81	118
Leave- in conditioner	199	66	15	81	118

The table show what the price of individual products consists of. All numbers are in CZK. The first column shows the final price of individual product; the second column shows the amount of money which will be paid to the supplier. There are also shown costs for packaging. In the last column there is the profit from each type of product.

### 5.10.3 Budget

The company will have in disposition 1 000 000 CZK deposit from owner Irena Kopečková. This many will be used for essential starting action. All numbers are in CZK.

Figure 10: Budget (own creation)

<b>Starting budget</b>	
Establishment of s.r.o.	5 150
Trade mark	11 655
Store equipment	80 000
Uniforms	1 800
Web page domain	550
<b>Total</b>	<b>99 155</b>

Starting budget consists of costs for establishing the s.r.o. company, trade mark, equipment for the store (shelves, cash register, decorations, few tables and chairs serving for workshops), uniforms for shop assistants (three aprons with the logo of the company) and web page domain for one year. This is altogether 99 155 CZK. This means that there are 900 845 CZK left. This money will serve for the first three months of the business, since the business probably will not be profitable. This money can easily cover fixed and variable costs for three months.

Figure 11: Equipment (own creation)

<b>Product</b>	<b>Price in CZK</b>
Cash register 1x	8 254
Shelf SVALNAS (Ikea) 4x	29 200
Desk LINNMON/LERBERG (Ikea) 8x	5 592
Chair VÄDDÖ (Ikea) 18x	4 194
Sales counter (CR Design) 1x	30 000
Curtain PAPYRUSSÄV (Ikea) 1x	1 290
Decorations	1 470
<b>Total</b>	<b>80 000</b>

For smoother establishment of the store and the whole business, there was done a table with costs for store equipment. The store should have nice and clean look; therefore, all the furniture will be in white color. On the other hand, there will be set a lot of decorations, mainly flowers, since the company offers natural cosmetics and flower will just support the image of the brand.

There are many things which has to be bought- cash register, shelves for the storage of the products, desks serving for packing the products and workshops, chairs, sales counter, decorations and counter, which will serve as a partition of the store form the place which will serve to package preparation. Most products will be bought in Ikea, since Ikea offers products for quite a low price.

Figure 12: Fixed cost (own creation)

<b>Fixed costs</b>	<b>Per month</b>	<b>Per year</b>
Rent	12 000	144 000
Promotion	7 000	84 000
Wages	115 240	1 380 000
Cleaning	200	2 400
Wi-fi	1 000	12 000
<b>Total</b>	<b>135 440</b>	<b>1 622 400</b>

Fixed costs consists of rent, promotion (3 000 CZK for Facebook, 2 000 CZK for one workshop and 2 000 CZK for bloggers), wages (wages of owners and wages of shop assistants altogether with insurance), cleaning (cleaning detergents- cleaning of the will be done by shop assistants) and payment for Wi-Fi, because it is necessary for running the e-shop.

#### 5.10.4 Estimated revenues and variable costs

It is hard to say how big the variable costs and revenues will be, since it is not reliable to establish sales only on predictions. On the other hand, helping element for calculating the total sales might be the questionnaire responses. In the following tables, there are three versions of revenues- from the optimistic view, from the optimal view and from the pessimistic view.

Figure 13: Revenues (own creation)

	Pessimistic		Optimistic		Optimal	
	Per month	Per year	Per month	Per year	Per month	Per year
<b>Number of bought products</b>						
Serum	58	700	88	1050	76	910
Day cream	58	700	88	1050	76	910
Face mist	58	700	88	1050	76	910
All purpose balm	204	2 450	306	3 675	265	3 185
Leave- in conditioner	408	4 900	613	7 350	531	6 370
<b>Revenues from individual product</b>						
Serum	29 108	349 300	43 663	523 950	37 841	454 090
Day cream	23 275	279 300	34 913	418 950	30 258	363 090
Face mist	14 525	174 300	21 788	261 450	18 883	226 590
All purpose balm	487 550	487 550	60 944	731 325	52 817	633 815
Leave- in conditioner	81 258	975 100	121 888	1 462 650	105 636	1 267 630
<b>Total revenues</b>	188 796	2 265 550	283 196	3 398 325	245 435	2 945 215
<b>Total varibale costs</b>	82 021	894 250	111 781	1 341 375	96 877	1 162 525
<b>Total fixed costs</b>	135 200	1 622 400	135 200	1 622 400	135 400	1 622 550
<b>Profit</b>	-20 925	-251 100	36 212	434 550	13 345	160 140

The pessimistic calculation was done according to prediction that the number of loyal customers will be 10 times bigger than loyal customers who responded to the questionnaire. The optimistic version of profit was done according to the prediction that the number of loyal customers will be 15 times bigger than loyal customers who responded to the questionnaire.

The optimal version of profit was done according to estimation that number of loyal customers will be 13 times bigger than the target market compiled on the base of questionnaire responses.

### 5.10.5 Conclusion

In the future, for Fialka company it will be successful to gain the optimal profit. It means that the company would have to sell 12 285 products of different prices in a year. In case that Fialka company would get the optimal profit, there are many ways how to use the money then the company is profitable. This money could be spent for example on increase of wages, it can be also invested to the new equipment of the shop. But mainly, if the company would like to expand, the profit should be invested into designing and creating new products or to open new shops in the Czech Republic. Since the Fialka company will be new on the market, it would be beneficial to also invest to the promotion, since the brand awareness will not be that great. However, money from the profit can be also saved in case when something will happen.

## **6 PROPOSAL EVALUATION AND RISK ANALYSIS**

To summarize limiting factors which can influence the success of a business, there can be used outcomes of PEST and SWOT analysis since they together summarize risks from outer and inner environment. But there also some additional risks.

### **6.1 Limiting factors of the business plan**

In case of Fialka company, according to the PEST analysis, there are some external factors which can be taken as risks, such as legislation, unemployment, inflation, demographic factors, preferences and price of technological devices. According to SWOT analysis, there are some other factors influencing the business plan in negative way. Those are for example low demand and increasing price of ingredients.

The business plan deals with manufacturing of cosmetic products, therefore they are not probable risks connected to political or ecological issues. In case of economic risks, the business of the company might be influenced by decrease of the economic growth, which influences the foreign trade.

In a case of internal risks, the most significant can be an overall failure of entrepreneurs, which might be caused by several factors, such as for example burnout, or just reluctance to continue with the business. Also, it would be problematic when some employee will suddenly leave the company.

External risks are definitely more dangerous than internal risks since they cannot be influenced by the enterprise itself- it is hard to be prepared for them. Firstly, relationship with suppliers can be problematic because of two reasons- higher prices for ingredients or services and the leave of the supplier from the market. In the case, if the increase in prices, it would be necessary to also increase the selling price of the products so the business will still stay profitable. The increase of prices of supplied ingredients and services could cause smaller demand because of the higher price.

In case of the leave of supplier from the market, it would be necessary to immediately find a new supplier.

Also, competition plays a big role in summarizing risk which limits the business plan. If the competition companies are too strong, not matter if because of price, quality, customer care and so on, it can be dangerous for the business because of the loss of loyal customers. Lastly, it can also happen that people will not buy the products just because they do not like them because of their preferences.

Besides market, economic and legislative risks, it is also important to think about political elements which can also influence the business. The first one is EET, which is an acronym for electronic evidence of sales. There are many negative and positive thoughts on EET, but overall, it is important to say that EET influences small enterprises- in a way that they have to pay initial costs for the cash register and altogether the system is more expensive from the perspective of one year. In case of Fialka company, it should not be that problematic, even if the company is very small, it is financially prepared for the costs connected to the EET system.

The second political risk what impacts should have an exit of the Czech Republic from European Union. Again, comparing to EET, there are many positive and negative thoughts about exit of the Czech Republic from EU, but overall it can be said that it would definitely influence the economy. In case of Fialka company which cooperates with ACE Trade s.r.o., there might be problematic to get ingredients for the products, since ACE Trade cooperates with foreign brands which are from EU.

The biggest limiting factor of the business plan for Fialka company is finances, since the financial plan is established on market analysis which was done on a small sample of respondents, and overall the future sales are predicted.

## 6.2 Risk evaluation

Overall, previous features which can influence the business plan from the previous chapter can be summarized into five categories:

- Financial risks- predictions in financial planning, increasing price of ingredients and services, increase of rent
- Market risks- competitive companies which offers products for lower price or has better promotion
- Economic risks- high unemployment, low minimal wage, low average wage
- Technological risks- increasing price of technological devices
- Legislative risks- taxes, restrictions about usage of some ingredients
- Political risks- EET, possible exit from European Union
- Other risks- failure of entrepreneur, low demand because of preferences

In the following table, there are risks which are evaluated by the author of the business plan according to how risky the individual risk seems to her. It is clear that most risky for the

business plan can be risks in environment of finances and market, but also technological risks can influence the business. On the other hand, economical, legislative and other risks do not play such an important role.

Figure 14: Risk evaluation(own creation)

<b>Type of risk</b>	<b>Loss</b>	<b>Probability</b>
Financial risks	High	High
Market risks	High	High
Economic risks	Low	Middle
Technological risks	Middle	Middle
Legislative risks	Low	Low
Political risks	High	Low
Other risks	Middle	Low



## CONCLUSION

The thesis was focusing on creation of the business plan for a new company. There were defined basic parts of the business plan which should be described in details so the reader of the business plan receives enough information.

This work consists of the theoretical and the practical part. The theoretical part serves for compiling important information from the field of business and business plan. In case of business, there are mentioned information about current conditions of the Czech business environment, there are also described different types of enterprises according to different division, and the personality of the entrepreneur. In the second part of the theoretical part, there are comments on individual parts of business plan- how these parts should look like, what essential information should be mentioned there, what are the aims of writing those parts. At the end, there is a conclusion of main information from the theoretical part.

More important in case of this bachelor thesis was to show creativity and knowledge when establishing the real business plan for the new company. The first step when writing this thesis was to come out with some interesting business idea. The idea of cosmetic company was chosen according to the writer's favor in cosmetics.

There are many aspects of the starting company which have to be taken into consideration, such as description of the products which are planned to be offered, also the content of the management and overall structure of the company. Nowadays it is also important to take attention to the marketing, since well-done marketing can help the business enormously. There are also chapters about competition, analysis of the market, the operational plan and risks evaluation. Besides all those chapters there is also another important aspect of every business plan- the financial plan.

Since the financial plan was done to the new company, there are many information which are estimated or based on the outcome of the questionnaire. It might seem to be too simple, but it is really hard to come out with exact numbers- number of fixed and variable costs, amount of sales for a month or year and so on. But overall, outcome of the financial plan proves that there is a possibility that the business will be successful in reality.

On the other hand, there are some risks which might influence the whole business, such as competition, lack of finances or low demand because of preferences. However, those aspects might sometimes happen when running a business, and it is up to the entrepreneur, how he or she will fight for success. On the base of the previous facts, the aim of this thesis was accomplished.

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**LIST OF ABBREVIATIONS**

CZK	Czech Koruna
DIY	Do it yourself
EET	Elektronická evidence tržeb
EU	European Union
FSC	Forest Stewardship Council
GMP	Good Manufacturing Services
IFS	International Featured Standards
Ltd	Limited company
NPA	Natural Product Association
PEFC	Program for the Endorsement of Forestry Certification
PEST	Political, Economic, Social and Technological external factors
RSPO	Roundtable on Sustainable Palm Oil
S.R.O.	Společnost s ručením omezeným
SWOT	Strengths, Weaknesses, Opportunities, Threats

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## APPENDIX: QUESTIONNAIRE

Dobrý den,

jmenuji se Eliška Kopečková a jsem studentkou oboru Anglický jazyk pro manažerskou praxi na Univerzitě Tomáše Bati ve Zlíně. Téma mé bakalářské práce je business plan pro novou společnost s názvem Fialka s.r.o., která vyrábí přírodní veganskou pečující kosmetiku na celé tělo. Vyplněním tohoto dotazníku mi pomůžete zjistit, na jaký cílový trh by se měl plán zaměřit a zda je realizovatelný.

1. Kolik je Vám let?

- 20 a méně
- 21- 30
- 31-40
- 41-50
- 51-60
- 60 a více

2. Pocházíte ze Zlínského kraje?

- Ano
- Ne

3. Zajímáte se o přírodní kosmetické výrobky?

- Ano
- Ne
- Neupřednostňuji žádný druh kosmetiky, nakupuji podle jiných kritérií (cena, obal atd.)

4. Měla byste zájem o koupi těchto denních a nočních přípravků na pleť (denní a noční krém, sérum)?



- Ano
- Ne
- Nevím

5. Jak často si kupujete denní a noční přípravky na pleť (krémy, séra, pleťové vody atd.)?

- 1- 4x za rok
- 5- 10x za rok
- 10x a více za rok
- Tento typ produktu si nekupuji

6. Kolik jste ochotna zaplatit za denní a noční přípravky na pleť (krémy, séra, pleťové vody atd.)?

- Do 200 korun
- Do 500 korun
- Do 1000 korun
- Více než 1000 korun
- Jiné

7. Měla byste zájem o koupi této tělové péče?





- Ano
- Ne
- Nevím

8. Jak často si kupujete tělovou pečující kosmetiku?

- 1- 4x za rok
- 5- 10x za rok
- 10x a více za rok
- Tento typ produktu si nekupuji

9. Kolik jste ochotna zaplatit za jeden produkt tělové kosmetiky (balzám, tělové mléko atd.)?

- Do 200 korun
- Do 500 korun
- Do 1000 korun
- Více než 1000 korun
- Jiné

.....

10. Měla byste zájem o koupi této vlasové péče?



- Ano
- Ne
- Nevím

11. Jak často si kupujete vlasovou péči?

- 4x za rok
- 5- 10x za rok
- 10x a více za rok
- Tento typ produktu si nekupuji

12. Kolik jste ochotna zaplatit za jeden produkt vlasové péče (šampon, balzám, kondicionér atd.)?

- Do 200 korun
- Do 500 korun
- Do 1000 korun
- Více než 1000 korun
- Jiné

.....

10. Měla byste zájem o výrobu vlastní kosmetiky prostřednictvím workshopu?

- Ano
- Ne
- Nevím