

# Business Plan Template for the TOURIST Competence Centers

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A business plan serves several purposes. It can help convince different stakeholders to know about what you are doing with your competence center. It can attract investors or lenders to finance your competence center. It also can persuade partners or key employees to join your competence center. Most importantly, it serves as a roadmap guiding the launch and growth of your competence center.

Writing a business plan is an opportunity to carefully think through every step of starting your competence center so you can prepare for your success. This is your chance to discover any weaknesses in your idea, identify opportunities you may not have considered, and plan how you will deal with challenges that are likely to arise. Be honest with your TOURIST team while developing your competence center business plan. Don't gloss over potential problems; instead, figure out solutions.

A good business plan should be clear and concise. A person outside of your university should be able to understand it. Avoid overusing academic terminology.

Most of the time involved in writing your plan should be spent researching and thinking. Make sure to document your research, including the sources of any information you include.

Avoid making unsubstantiated claims or sweeping statements. Investors, lenders and others reading your plan will want to see realistic projections and expect your assumptions to be supported with facts.

This template includes instructions for each section of the business plan, followed by corresponding fillable worksheet/s.

## Business Plan

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[Insert Date & the Name of your University – if you have a logo or any visual design for your competence center, please add it here]

Competence center's name  
Street address I  
City, state, ZIP  
Business phone  
Website URL  
Email address/contact details

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## I. Instructions: Executive Summary

The Executive Summary is the most important part of your business plan. Often, it's the only part that a prospective investor or customer reads before deciding whether or not to read the rest of your plan. It should convey your enthusiasm for your competence center idea and get readers excited about it, too.

Write your Executive Summary LAST, after you have completed the rest of the business plan. That way, you'll have thought through all the elements of your startup and be prepared to summarize them.

The Executive Summary should briefly explain each of the below.

1. **An overview of your competence center idea/focus** (one or two sentences).
2. **A description of your services in terms of foci of counselling services.** What problems are you solving for your target customers?
3. **Your goals for the competence center.** Where do you expect the competence center to be in one year, three years, five years?
4. **Your proposed target market.** Who are your ideal customers?
5. **Your management team and their prior experience.** What do they bring to the table that will give your business a competitive edge?
6. **Financial outlook for the business.** How will you finance the competence centers after the end of the project?

Limit your Executive Summary to one page in total.

After reading the Executive Summary, readers should have a basic understanding of your competence center, should be excited about its potential, and should be interested enough to read further.

***After you've completed your business plan, come back to this section to write your executive summary on the next page.***

## ***Executive Summary***

(Write after you've completed the rest of the business plan.)

## II. Instructions: Competence Center Description

This section explains the basic elements of your competence centers. Include each of the below:

### 1. Competence center's mission statement

A mission statement is a brief explanation of your competence center's reason for being. It can be as short as a marketing tagline ("*MoreDough is an app that helps consumers manage their personal finances in a fun, convenient way*") or more involved: ("*Doggie Tales is a dog daycare and grooming salon specializing in convenient services for urban pet lovers. Our mission is to provide service, safety and a family atmosphere, enabling busy dog owners to spend less time taking care of their dog's basic needs and more time having fun with their pet.*") In general, it's best to keep your mission statement to one or two sentences.

### 2. Competence center's vision

- a. What values does your competence centers live by? *Honesty, integrity, fun, innovation and community* are values that might be important to your business philosophy.
- b. *Vision* refers to the long-term outlook for your competence centers. What do you ultimately want it to become?

### 3. Competence center's goals

Specify your long- and short-term goals as well as any milestones or benchmarks you will use to measure your progress.

### 4. Target market

You will cover this in-depth in the Marketing Plan section. Here, briefly explain who your target customers are.

### 5. Industry

Describe your industry and what makes your competence centers competitive: Is the industry growing, mature or stable? What is the industry outlook long-term and short-term? How will your competence centers take advantage of projected industry changes and trends? What might happen to your competitors and how will your competence centers successfully compete?

After reading the Competence Center's Description, the reader should have a basic understanding of your competence center's mission and vision, goals, target market, competitive landscape and legal structure.

Use the [Competence Center's worksheet](#) on the next page to help you complete this section.

## Competence center's Worksheet

<b>Competence Center's Name</b>	
<b>Competence Center's Mission Statement</b>	
<b>Competence Center's Vision</b>	
<b>Goals &amp; Milestones</b>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>
<b>Target Market</b>	
<b>Industry/ Competitors</b>	<ol style="list-style-type: none"> <li>1.</li> <li>2.</li> <li>3.</li> </ol>

### III. Instructions: Services

This section expands on the basic information about your services included in the Executive Summary and Competence Center's Description. Here are some items to consider:

1. **Your competence center's services:** What do you offer in terms of counselling services, which areas are you covering.
2. **The problem the service solves:** Every competence center needs to solve a problem that its customers face. Explain what the problem is and how your service solves it. What are its benefits, features and unique selling proposition?
3. **Any proprietary features that give you a competitive advantage**

After reading the services section, the reader should have a clear understanding of what your competence center does, what problem it solves for customers, and the unique selling proposition that makes it competitive.

Use [the Service Description Worksheet](#) on the next page to help you complete this section.



## Product & Service Description Worksheet

<b>Business Name</b>	
<b>Service Idea</b>	
<b>Special Benefits</b>	
<b>Unique Features</b>	
<b>Delivery (which didactical concepts do you use)</b>	
<b>Service Description</b>	Which services do you offer? Which foci in the area of sustainable tourism and innovative financial management strategies?

## IV. Instructions: Marketing Plan

This section provides details on your competitive landscape, your target market and how you will market your competence center to those customers.

### 1. Market research

There are two kinds of research: *primary* and *secondary*. *Primary* market research is information you gather yourself. This could include going online or driving around town to identify competitors; interviewing or surveying people who fit the profile of your target customers; or doing traffic counts at a retail location you're considering.

*Secondary* market research is information from sources such as trade organizations and journals, magazines and newspapers, Census data and demographic profiles. You can find this information online, at libraries, from chambers of commerce, from vendors who sell to your industry or from government agencies.

This section of your plan should explain:

- The total size of your target market, and what share is realistic for you to obtain
- Trends in the target market – is it growing or shrinking? How are customer needs or preferences changing?

### 2. Threats and opportunities

Once your business surmounts the barriers to entry you mentioned, what additional threats might it face? Explain how the following could affect your startup:

- Changes in government regulations
- Changes in technology
- Changes in the economy
- Changes in your industry

Use the *SWOT Analysis Worksheet* on the next page to identify your company's weaknesses and potential threats, as well as its strengths and the potential opportunities you plan to exploit.

## SWOT Analysis Worksheet

	Strengths	Weaknesses	Opportunities	Threats
Service Offering				
Brand/ Marketing				
Staff/HR				
Finance				
Operations/ Management				
Market				
Please add if needed...				
<p><b>Can any of your strengths help with improving your weaknesses or combating your threats? If so, please describe how below.</b></p>				
<p><b>Based on the information above, what are your immediate goals/next steps?</b></p>				
<p><b>Based on the information above, what are your long-term goals/next steps?</b></p>				

### 3. Service features and benefits

Describe all of your service, being sure to focus on the customer's point of view. For each service:

- Describe the most important features. What is special about it?
- Describe the most important benefits. What does it do for the customer?

### 4. Target customer

Describe your target customer. (This is also known as the *ideal customer* or *buyer persona*.)

You may have more than one target customer group. For instance, if you sell a product to consumers through distributors, such as retailers, you have at least two kinds of target customers: the distributors (businesses) and the end users (consumers).

Identify your target customer groups, and create a demographic profile for each group that includes:

**For consumers:**

- |            |                   |
|------------|-------------------|
| • Age      | • Income          |
| • Gender   | • Occupation      |
| • Location | • Education level |

**For businesses:**

- |            |  |
|------------|--|
| • Industry | • Size   |
| • Location | • Stage in business (startup, growing, mature) |

### 5. Key competitors

One of the biggest mistakes you can make in a business plan is to claim you have “no competition.” Every business has competitors. Your plan must show that you've identified yours and understand how to differentiate your business. This section should:

List key competence centers that compete with you (including names and locations), products that compete with yours and/or services that compete with yours. Do they compete across the board, or just for specific products, for certain customers or in certain geographic areas?

Also include indirect competitors. For instance, if you're opening a restaurant that relies on consumers' discretionary spending, then bars and nightclubs are indirect competitors.

Use the [Competitor Data Collection Plan](#) on the next page to brainstorm ways you can collect information about competitors in each category.

## Competitor Data Collection Plan

<b>Price</b>		
<b>Benefits/Features</b>		
<b>Size/profitability</b>		
<b>Market strategy</b>		

*You can also take the template within the WP4 folder of the marketing concept and add it here.*

## 6. Positioning/Niche

Now that you've assessed your industry, product/service, customers and competition, you should have a clear understanding of your competence center's niche (your unique segment of the market) as well as your positioning (how you want to present your company to customers). Explain these in a short paragraph.

## 7. How you will market your product/service

In this section, explain the marketing and advertising tactics you plan to use.

Advertising may include:

- Online
- Print
- Radio
- TV

Which media will you advertise in, why and how often?

Marketing may include:

- Business website
- Social media marketing
- Email marketing
- Mobile marketing
- Search engine optimization
- Content marketing
- Print marketing materials (brochures, flyers, business cards)
- Public relations
- Trade shows
- Networking
- Word-of-mouth
- Referrals

What design elements will you use to market your competence center? (This includes your logo, signage and interior design.) Explain how they'll support your brand.

## 8. Location or proposed location

If you have a location picked out, explain why you believe this is a good location for your competence center.

If you haven't chosen a location yet, explain what you'll be looking for in a location and why, including:

- Convenient location for customers
- Proximity to public transportation or major roads
- Type of space (industrial, retail, etc.)

Focus on the location of your building, not the physical building itself.

## V. Instructions: Operational Plan

This section explains the daily operation of your competence center, including its location, equipment, personnel and processes.

### 1. Production

How will you deliver your service?

### 2. Quality control

How will you maintain consistency? Describe the quality control procedures you'll use.

### 3. Location

Where is your competence center located? You briefly touched on this in the Competence Center's Overview. In this section, expand on that information with details such as:

- a. The size of your location
- b. The type of building (retail, industrial, commercial, etc.)
- c. Accessibility for customers, employees, suppliers and transportation if necessary
- d. Equipment of the competence center

### 4. Personnel

What type of personnel will your business need? Explain details such as:

- e. What types of employees? Are there any licensing or educational requirements?
- f. How many employees will you need?
- g. Will you ever hire freelancers or independent contractors?
- h. Include job descriptions.
- i. What is the pay structure (hourly, salaried, base plus commission, etc.)?
- j. How do you plan to find qualified employees and contractors?
- k. What type of training is needed and how will you train employees?

After reading the Operational Plan section, the reader should understand how your competence center will operate on a day-to-day basis.



## VI. Instructions: Management & Organization

This section should give readers an understanding of the people behind your competence center, their roles and responsibilities, and their prior experience – please also include the minimum 5 students and 2 academic staff responsible for the competence center.

### 1. **Biographies**

Include brief biographies of the owner/s and key employees. Here, summarize your experience and those of your key employees in a few paragraphs per person. Focus on the prior experience and skills that have prepared your team to succeed in this competence center.

If they have experience or specializations that will increase your chances of success.

### 2. **Organization Chart**

Develop and include an organization chart. This should include both roles that you've already filled and roles you plan to fill in the future.

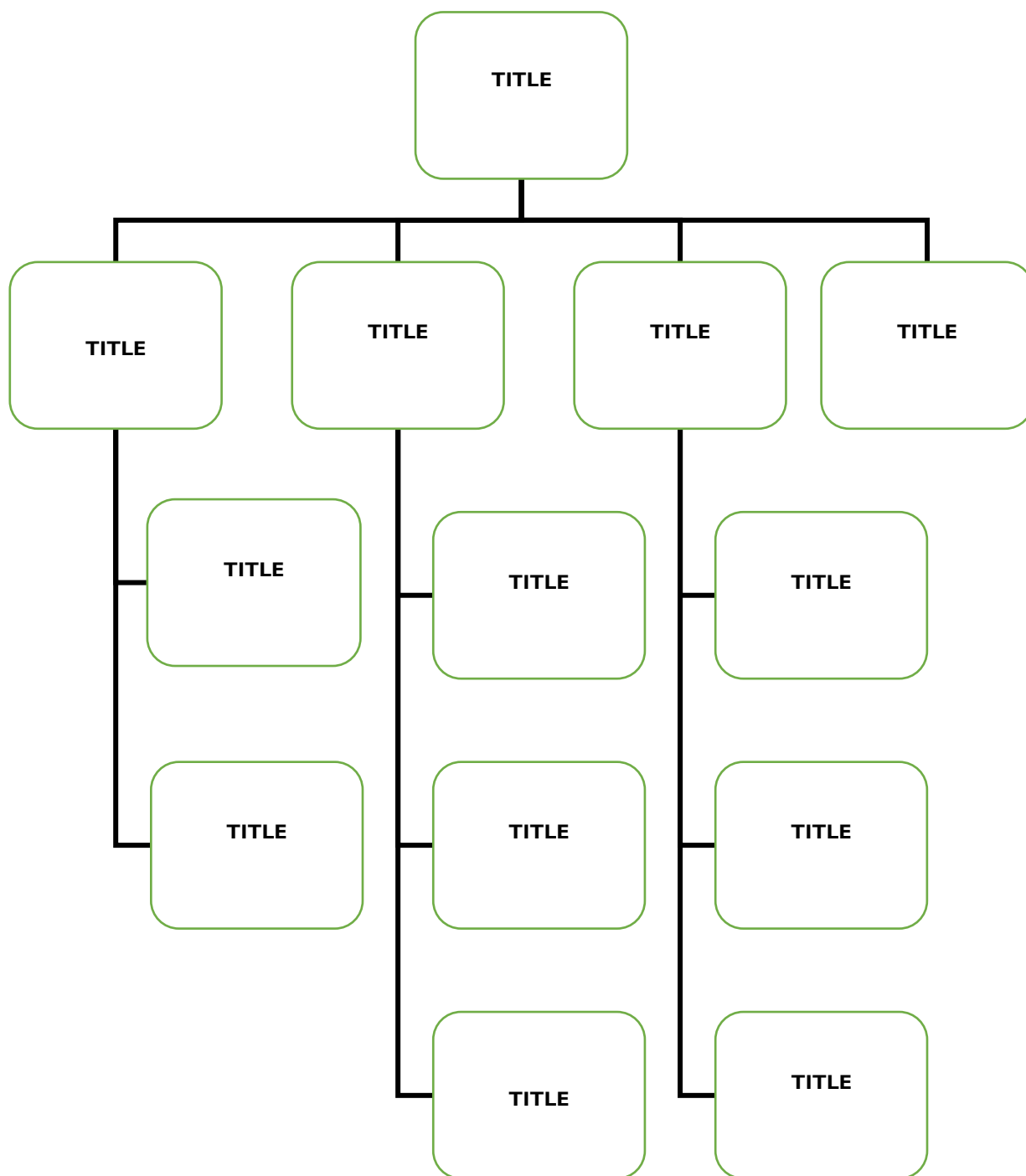
After reading the Management & Organization section, the reader should feel confident that you have a qualified team leading your business.

Use the Management Worksheet and Organization Chart on the next two pages to highlight your management team.

## Management Worksheet

<b>Bio (Person 1)</b>	
<b>Bio (Person 2)</b>	

## Organization Chart



## **VIII. Instructions: Financial Plan**

Your financial plan is perhaps the most important element of your business plan. As your competence center will be funded by EACEA resources during the implementation of the project, please give a short outline (10 – 15 sentences) on how you plan to create financial sustainability of the competence center after the end of the project.

## **Now That You're (Almost) Finished . . .**

Remember to go back, and complete the Executive Summary.