

The Prince's Trust Business Plan Pack



Prince's Trust

Welcome

The Guide

**You've got a business idea. You've decided to start a business.
You want to get going.**

But there's a lot more to a good business than a good idea. You need to think things through to maximise your chances of success. Are you the right person to run the business? Will customers like your product?

A business plan will help you turn an idea into a business. It needs you to think through all the parts of your business, to plan how everything will work. It will take a few weeks to write if you're going to do it properly. Some parts will be easier to complete than others.

Stick at it because it's not the final document that's important, it's the process. Although you want to have a good plan when you're done, an OK plan is better than no plan.

The Prince's Trust Business Plan Pack

The best business plans aren't long and complex; they explain only the most important information – what you want to achieve, how you will get there and the things you need to do along the way.

It's best to tackle a business plan in small chunks. The Prince's Trust Business Plan Pack can help. The pack divides a business plan into sections. This is The Guide that explains the different information that is needed for you to complete The Business Plan.

The pack is also available electronically. Some of the sections of The Business Plan have tables to record the financial parts of your business. The tables are also available in MS Excel format and the sums in these are automatic.

The Prince's Trust Business Programme

The Prince's Trust has helped many young people to complete their business plans and start their own businesses. If you are aged 18–30 and unemployed or working fewer than 16 hours per week, then we might be able to help you. We have offices throughout the UK and in each there is a team of Business Programme staff.

To take part, the most important thing you need is a business idea. The programme can then help you to see if your business idea will work. If through this process you find out it will work, the programme can offer you mentoring support and, if you really need it, money to start your business. However, if self-employment turns out not to be the right option for you at this time, the programme can support you to secure other goals, for example a job or a place in college.

We can't guarantee that your business will work or that we will be able to offer you money, but if you are up for a challenge and want our help to explore your business idea, get in touch and come and meet us.

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“I found my mentor an invaluable part of the Business Programme. I believe my new confidence and staying power is down to the reassurance and motivation given by my mentor.”

Richard Smith



The quick pitch

Executive summary

Purpose of this section

This is the most important part of your business plan because if someone is busy, this might be the only section they read.

It should explain the basics of your business. After reading it, the reader should understand what the business is about and be keen to know more. It should include the key points of your business plan and should be short – no longer than two pages.

Because it is a summary of your business plan, you should write it last.

How to complete this section

Do not complete this section until you have finished the rest of your plan.

Please follow the steps outlined in the illustration below.



For extra help, refer to The Prince's Trust 'Forming a Business' Guide.

1.1 Business summary

Explain your business idea – what you are going to sell, where and to whom. Explain your business name and why you chose it. Describe what type of business you have chosen to be – sole trader, limited company etc. Explain why you have chosen that structure.

1.2 Business aims

List three–five goals that you want to achieve through your business. For example, you might want to earn enough money to support your family or get your goods stocked in a particular store. You should divide your objectives into short-term (one year), mid-term (three years) and long-term (five+ years).

1.3 Financial summary

Describe your financial goals for your first year – the turnover and profit you hope to achieve (these should be the amounts you worked out in your cashflow). State what money you need to start your business. Explain where you will get the money from (for example, the bank, The Prince's Trust, family) and whether you are contributing any money yourself. If you are not, explain why not.



All about you

Owner's background

Purpose of this section

This section is to explain why you want to start your own business and why you think you (and, if applicable, your business partners) have the experience, ability and commitment to make your idea a success. It should also give details of your education and qualifications, work experience, training and hobbies. Practical experience is especially important.

How to complete this section

You should attach a CV for each person involved in the business and include copies of any certificates.

Please follow the steps outlined in the illustration below.



2.1 Why you want to run your own business

Why have you decided to start your own business? Why is it the right choice for you and why are you determined to make it a success? Why do you think you have the skills, knowledge and experience to make it work?

2.2 Previous work experience

Describe any experience you have in the activity of your business or in running another business. For example, if you have worked in the field or if you have helped your family to run a business.

2.3 Qualifications and education

Explain any qualifications you have which you think will help you to run your business.

2.4 Training

Describe any training courses you have been on which will help you to run your business. These might be business skills courses or courses to develop industry skills, for example, in carpentry or hairdressing. Give details of any training you plan to do in the future.

2.5 Hobbies and interests

Explain any activities you do in your spare time which will help you to make your business a success.



What are you going to sell?

Products and services

Purpose of this section

This section is to describe what your business is going to sell. Businesses can sell two things – products or services. Products are objects, for example, clothes, jewellery, books, etc. Services involve selling time to do something for a customer, for example, a plumber, car mechanic, etc.

Sometimes a business can do both, for example, a website designer who sells time to build a website (service) and the domain name and software to host the site (product).

How to complete this section

Please follow the steps outlined in the illustration below.

3.1. What are you going to sell?

Is your business going to sell a product, a service or both?

3.2 Describe the basic product/service you are going to sell.

If your product is hard to explain it's a good idea to include a picture.

3.3 Describe the different types of product/service you are going to be selling.

For example, if you were selling t-shirts, you might stock certain colours and sizes. If you were going to be a plumber you might have two services, one for commercial properties and one for domestic.

3.4 If you are not going to sell all your products/services at the start of your business, explain why not and when you will start selling them.

You may start your business after having done market research on a sample of products/services. You may want to wait until you have a regular income before expanding the range of products/services you offer.

3.1

3.2

3.3

3.4



Who are your customers?

The market

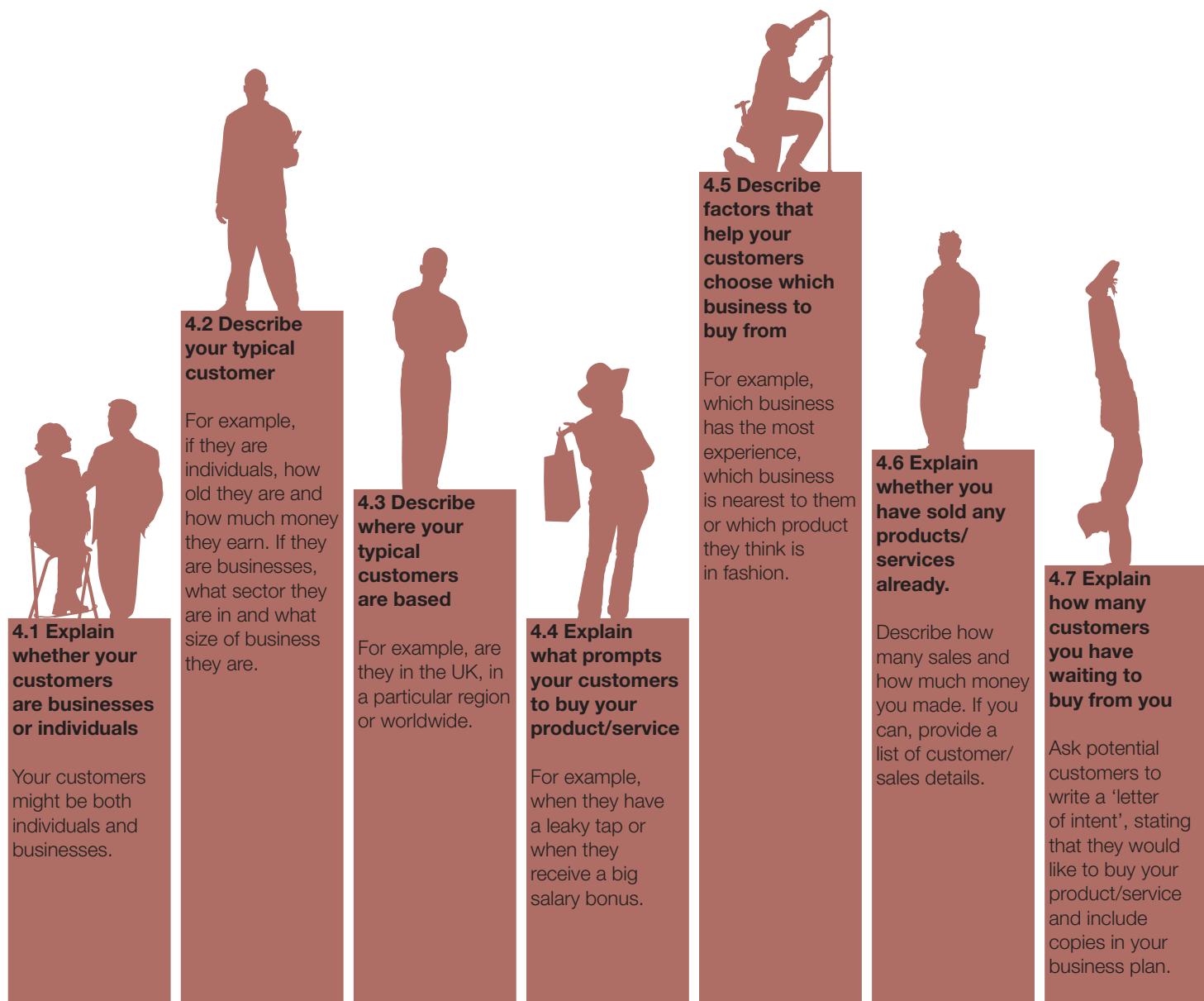
Purpose of this section

This section is to describe the customers that might buy your product/service. You need to understand these customers so you can work out how to tell them about your business.

Be specific and find out detailed information about your target market - local customers who will be interested in your business, not general information about all the customers in the world who are interested in businesses like yours.

How to complete this section

Please follow the steps outlined in the illustration below.





How will you contact your customers?



Marketing strategy

Purpose of this section

You need to contact potential customers to tell them about your business. Marketing describes any activity that attempts to make contact with potential customers. If your marketing is successful, your potential customers will learn what your business does and where to find you. Popular marketing methods are outlined below.

How to complete this section

Different marketing methods are outlined below. Decide which methods are best for your business; choose about three and list the required detail for each.

Important

You must include all costs in your cashflow forecast in section 10.3.

For extra help, refer to The Prince's Trust 'Sales and Marketing' Guide.

→ Word of mouth

When customers hear about your business through others, that's word of mouth marketing. If customers like your business they will often recommend it all on their own. However, it is worth considering how you could encourage them to tell people, for example by offering an incentive, like a discount.

→ Advertising

There are many ways to advertise your business, for example, in a local paper, on the internet or in a directory like the Yellow Pages. You should explain:

- which methods you have chosen, why and how much it will cost
- the type of advert you will use, for example, size, colours, etc.
- how many adverts you will use and how long each will run for

→ Business literature – leaflets and business cards

These should detail only the most important information about your business. You should keep the design and wording simple. If you have already produced some, you should attach them to your business plan; otherwise you should describe the design or include a sketch. You should also explain:

- what materials you will produce, what information will be on them and who will design them
- how many you will produce, who will print them and how much it will cost
- if you are going to distribute materials to customers, explain how and where

→ Direct marketing

Direct marketing involves contacting potential customers to directly sell your product/service to them. It can be done on the phone, in a letter or email or face-to-face. You should explain:

- which method of contact you will use, why and how much it will cost
- how you will find names and contact details of potential customers

→ Tradeshows and exhibitions

Some businesses can access large audiences at a tradeshow or exhibition. However, exhibiting is expensive and time consuming, so you need to be sure it will be worth the effort. If you plan to attend events, you should explain:

- which events you are planning to attend, when and how much it will cost
- why it is important to attend these events at this stage in your business

→ Website

Websites don't have to be complicated - just three or four pages to show what you do and how to contact you. If you already have a website you should give the address. If you don't have one but plan to, you should explain:

- the design and any special functionality you want to include, for example, an online shop.
- who is going to design it for you and how much it will cost to build and maintain

You can refer to The Prince's Trust in your marketing materials using the words 'supported by The Prince's Trust Business Programme'. You cannot use The Prince's Trust logo.



“Before setting up my company I was struggling to find a purpose in life, now I not only have a thriving business but I’m giving something back to society.”

Gina Moffat



“The Business Programme helped me to gain the skills and the finance I needed to start up my business.”

Sam Ho



“The money and support I’ve received from The Trust has been amazing. I’ve had help with book-keeping, marketing and networking.”

Ant Parr



Do you know what it's like out there?

Market research

Purpose of this section

In section four, you described your potential customers. Most of these customers will already be using other businesses. This section is to research those businesses and customers.

Lots of businesses look good on paper but the only test that matters is whether the product/service sells. You can't be sure that your assumptions about your business are right unless you do some proper research (i.e. don't just ask your friends and family if they think it's a good idea).

How to complete this section

There are two types of market research outlined in the illustration below:

- Desk research
- Field research

Write up your findings including the most important information only.

6.1 Desk research uses information from the internet and books.

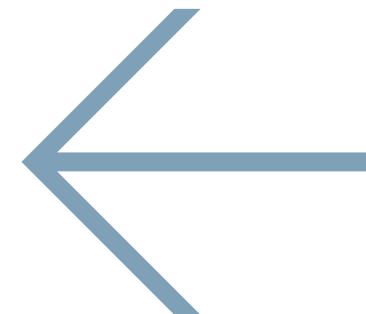
It involves learning what other people say about your market and finding out basic facts. When writing a description of your market, you should explain:

- how big the market is (for example, how many sales take place in a year?)
- trends in your market (for example, are sales going up or down? Are people changing how they buy the product/service?)

- any important facts, statistics or events
- whether the market is seasonal or dependent on other external factors (for example, the weather)

Good places to find information are:

- general area statistics:
 - upmystreet.com
 - businesslink.gov.uk
- government agencies:
 - statistics.gov.uk
- libraries: sector magazines and directories, Yellow Pages, etc.
- your own knowledge from previous jobs or experience working in the field



6.2 Field research involves asking potential customers their opinion of your business.

It is the best way of working out if it will be successful. You should ask potential customers to complete questionnaires. If you are selling a product, you should also carry out test trading to see whether people will buy your product.



Questionnaires –

When designing questionnaires:

- keep it short – one page with about 10 questions
- ask questions answered "yes/no" or with options, such as "very happy, happy, unhappy, very unhappy"
- ask specific questions – will people buy from your business, at your prices, in your location
- ask if people buy from a similar business already and if so, which. Would they change to buy from you?
- ask if you can keep customers' details and contact them when you start trading.

Include a copy of the questionnaire in your business plan.

In the main body of the business plan:

- explain how you chose the people who completed the questionnaire and how many people completed it
- describe the main results, e.g. how many said they would buy your product/service, how many would be new customers and how many customers would you be taking off of your competitors?

6.3 Test trading lets you practise running your business.

The aim is to see if customers will buy your product and at what price. It doesn't have to cost lots to do. If you complete test trading, you should explain:

- where you did it and how much it cost
- how many products you tried to sell and at what price
- how many products you did sell and at what price
- the key things you learnt





Who are your competitors and how do you compare?

Competitor analysis

Purpose of this section

A competitor is any business that offers a product/service that is similar to yours. Businesses often have many competitors. It's best to focus on those which customers are most likely to buy from instead of you; probably those nearest to you, with the most similar prices or the most similar products/services.

You need to think hard about your business and how you compare to your competitors. You should put your thoughts in a SWOT analysis. SWOT stands for Strengths, Weaknesses, Opportunities and Threats.

How to complete this section

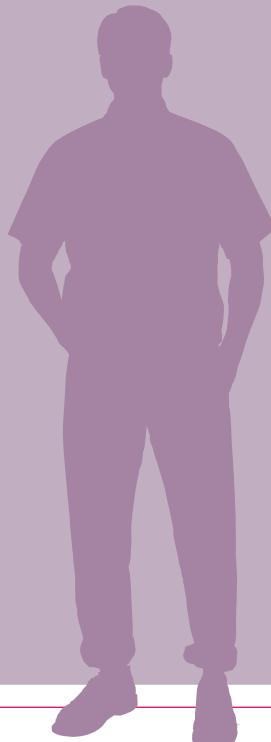
Please follow the steps outlined in the illustration below.

7.1 Table of competitors

Find out information about your competitors. Try to do this for at least five competitors.

You need to work out:

- who they are
- where they are
- what they sell
- how much it costs
- how big the company is
- what their main strengths and weaknesses are



7.2 SWOT analysis

Each part of a SWOT analysis is explained below. Try to think of three points for each category. Make sure each point is specific to your business.

Strengths

- Positive things about your business that will make it stand out against competitors. These might be specific to your product/service or more general, such as your location.

Weaknesses

- All the things that could mean you struggle to make your business work. For example, areas that might be affected by your lack of experience or by lack of money.
- For each weakness, explain what you are going to do to address it, for example, more training.

Opportunities

- External factors that you and your competitors can take advantage of, for example, changes in the law or market trends.

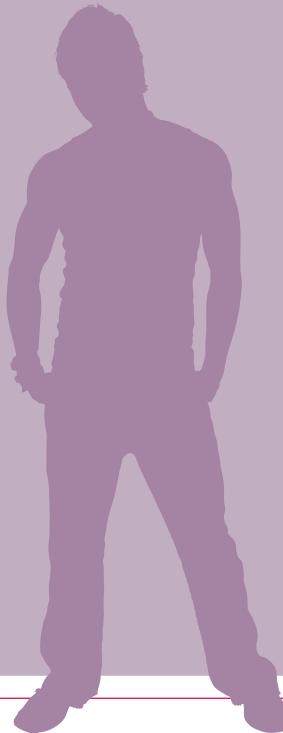
Threats

- External factors that could affect how well your business and your competitors do. For example, a large shopping mall opening up that might take away your customers.
- Explain how you will prepare for these and how you will reduce their effect on your business.

7.3 Unique Selling Point (USP)

Your USP is the thing that makes your business different from your competitors. It might be specific to your product/service or it might relate to the way you run your business. It would be the reason that customers stopped using a different business and became your customer. Be specific and avoid clichés such as, better quality products, better customer service or cheaper products.

If you can't think of a USP you need to review and improve your business idea so that there is something that makes you different from your competitors.





How will customers get the goods and you get paid?

Operations and logistics

Purpose of this section

It's important to work out how your business will work on a day-to-day basis. It's easy to forget little things and it's surprising how many people forget big things, like working out when and how to get paid. Imagine you are preparing for your first sale; work through the different stages, from making or buying your product through to delivering it and taking the money.

How to complete this section

Different stages to think about are outlined in the illustration below.

Important

You must include all costs in your cashflow forecast in section 10.3.

For extra help, refer to The Prince's Trust 'Finding Premises', 'Legal Lowdown', 'Insurance' and 'Setting up your Office' Guides

8.0 Production

If you are making your product, how long will it take? If you are buying it, how long will delivery take? Is there a minimum order? Do you have to pay upfront? How much stock do you really need to order?

8.1 Delivery to customers

How long will it take to deliver your product to your customers and how will it be delivered? Is the cost of delivery included in the cost of the product or will you charge customers extra?

8.2 Payment

When will you get paid and how, for example, with credit cards, cheques or cash? Will your customers pay you upfront or pay a deposit and the rest when you finish? Who will do your books and how often?

8.3 Suppliers

Explain who you have chosen, what they will supply and when you will pay them, for example, upfront or within 30 days. Include at least two quotes and a back-up option in case they let you down.

8.6 Transport

How will you get about, for example, to pick up stock or to meet customers? How much will it cost? Do you need a driving licence? If you do and you don't have one, what will you do?

8.5 Equipment

What equipment do you need, for example, a computer, a mobile phone, a sewing machine? What will you use each item for, how much will it cost and where will you buy it from or do you own it already?

8.4 Premises

Where will you run your business from? Describe the space and explain why it is suitable. Working from home may be easiest and cheapest but will it work and do you have permission from the owner or the local authority? If you plan to rent premises, think about the cost, the type of contract, the facilities (for example, telephone and internet) and whether it is convenient for your customers. If you are selling on a market, when will you trade? How do you rent a stall? Is there a waiting list?

8.7 Legal requirements

What laws apply to your business, for example, registering with the Council if you deal with food or with HMRC for VAT if your turnover is over the limit? Do you need a trading licence? Where would you go to get legal advice?

8.8 Insurance

Insurance protects your business against risks. There are many types, for example, public liability (in case someone sues because they suffer a loss they think is your fault), contents (to protect stock and equipment), and goods in transit (to protect goods being moved in vehicles). Make sure you research which types of insurance you need and include at least two quotes for each. Try looking on simplybusiness.co.uk or moneysupermarket.com/business-insurance.

8.9 Management and staff

Will you run the business on your own? If people will be helping you, what will they do?



How much will it cost?

Costs and pricing strategy

Purpose of this section

Before you decide how much to sell your products/services for, you need to work out how much each one costs you to make and deliver. This will stop you selling things for less than they cost.

The price you charge customers for a product/service must be higher than its cost and include enough money to cover the extra costs of running your business, for example, petrol or rent/bills. It must also include the cost of your time. The difference between an item's cost and its price is your profit margin.

How to complete this section

To work out your costs, use the table provided. Each of the rows is explained below.

* If you are completing this form in MS Excel, these sections will calculate automatically.

A. If you can't work out the price of a single product/service, you can work out the price of a batch. For example, for food this might be on portions of four or for t-shirts, a batch of 10.	B. Break down your product/service into parts (for example, different materials, packaging, labels, etc.) and put each one in a separate box. Work out the cost of each and write it down in the relevant box.	C. Work out the total cost of the different parts of your product/service (add up all costs in B).*	D. Decide how much one hour of your time is worth when you are making or delivering your product/service. As a guide the national minimum wage is about £6 per hour.	
E. Work out how many hours it will take to deliver and make your product/service.	F. Work out the total cost of your time (cost D multiplied by cost E).*	G. Work out the total cost of your product/service - cost of parts (cost C) plus the cost of your time (cost F).*	H. If you worked out the cost of a batch, i.e. for more than one product/service, to work out the cost of an individual unit, divide the total cost (cost G) by the number of products/services in your batch (cost A).*	
I. Decide how much money you want to charge customers on top of your unit cost (your profit margin).	J. Work out the price you are going to charge customers for a product/service by taking the unit price (cost H) and adding on your chosen margin (cost I).*	K. Work out what percentage your chosen profit margin is of the unit price. (cost I divided by cost J multiplied by 100) This amount is referred to as your gross profit margin.*	Once you have worked out the price for each of your products/services, compare it to your competitors. If your price is more expensive, you need to think whether customers will pay extra to buy from you.	



How much money will you make?

Financial forecasts: 10.1 Sales and costs forecast

Purpose of this section

A sales forecast shows how many sales you are aiming to achieve in your first year and how much money that would mean you receive. It's hard to know what a realistic number of sales might be so it's better to plan for the worst case.

For lots of businesses, the number of sales made is affected by external factors such as, holidays, seasons, weather, etc. Think whether you expect your sales to be different in some months and show this in your sales predictions.

How to complete this section

Complete the sales/costs forecast table provided, following the instructions shown below.

* If you are completing this form in MS Excel, these sections will calculate automatically.

Sales calculations

- A. Write in the names of the months. Month one should be the month in which you plan to start trading.
- B. Write down how many sales you plan to make in each month. To do this, work out how many products/services you think you can sell in a day. Multiply that number by the number of days in a week you plan to trade. Lastly, multiply that number by 4.3 (average number of weeks in a month) to give you the number of sales you plan to make in a month.
- C. Work out how much money you will make each month. To do this, take the number of sales (B) and multiply it by its price (row J in the cost/price table in section nine).
The total income you receive from sales in a year is called your turnover.*

Costs calculations

- D. Work out how much money you will spend each month if you make your predicted sales. To do this, take the number of sales (B) and multiply it by its cost (row H of the cost/price table in section nine).*

Assumptions

- E. Describe any assumptions you made, for example, external factors affecting number of sales. For example, if you were selling umbrellas you would expect higher sales in winter because it rains more.



10.2 Personal survival budget

Purpose of this section

A survival budget shows the amount of money you need each month to live on. To work it out add up all the money you spend and take away any money you get as income from sources other than your business.

How to complete this section

Complete the personal survival budget table provided, following the instructions shown below.

* If you are completing this form in MS Excel, these sections will calculate automatically.

A. List all the different things you spend money on each month. Some of these will have predictable costs, for example, rent, and others will vary, for example, entertainment costs. For the items that vary, you should work out how much on average you spend a month. Do not include your business costs.

Things you might want to include are:

- Mortgage
- Rent
- Council tax
- Gas and electricity
- Water rates
- Personal and property insurances
- Food
- Clothing
- Telephone
- Hire charges (TV, video, etc.)
- Entertainment (meals/drinks, cinema, etc.)
- Subscriptions (gym, magazines, etc.)
- Car tax and insurance
- Car service and maintenance
- Children's expenditure and presents
- Savings plan
- Credit card and personal loan repayments

B. Add up all the different costs in part A to work out your total monthly costs.*

C. List income you receive every month; including income from benefits such as Child Benefit, New Deal or Working Tax Credits.

D. Add up all the different amounts in part C to work out your total monthly income.*

E. To work out the income you require from your business, take away your total costs (B) from your total income (D).*

Back up plan

Everybody needs a plan B. Even if the chances of your business not working are small. In this section describe what you would do if your business didn't work or if it didn't do as well as you hoped.

For example, how would you keep your business going for as long as possible? Would you get a part-time job? If so, what would it be doing?

And if your business really didn't work, what would you do then? Would you go back to college or try and get a job?



10.3 Cashflow forecast

Purpose of this section

A cashflow shows how much money is expected to come in and out of your business. It brings together all the work you have done in your plan. You must complete the forecast realistically. Make sure you:

- include seasonal changes in overhead costs such as increased heating and lighting bills in winter
- allow for delays between when you make a sale and when you receive payment
- do not over estimate how much stock you will need
- split costs that can be paid on a monthly or quarterly basis

How to complete this section

Complete the cashflow forecast table provided, following the instructions below.

* If you are completing this form in MS Excel, these sections will calculate automatically.

A. The columns show the months in your first year of trading. Write in the names of the months. They should be the same as in your sales/costs forecast in section 10.1.*

B. The top rows show money coming into your business and when. You should list each type of income on a different line. Typical types of income you should include are:

- income from sales (should be the same as in your sales/costs forecast in section 10.1).*
- income from a part-time job
- loan funding
- any of your own money that you are putting into the business

C. For each month add up the total amount of money you have coming into your business.*

D. The middle rows show money going out of your business. List each cost on a different line. Include all the costs you have worked out in earlier sections of your business plan, for example, marketing costs, equipment costs, personal survival budget. Other costs to include are:

- Tools
- Materials/stock
- Rent/rates
- Heat/light/water
- Phone
- Postage
- Printing and stationery

Once you start your business you will have to keep a record of your actual income and expenditure and you should compare this to your plan to give you an idea of how well your business is doing.

- Insurance and tax
- Motor repairs/maintenance
- Petrol/diesel/other travel costs
- IT costs
- Loan repayments

You should explain what each cost relates to in your costs table in section 10.4 of your business plan.

E. For each month add up the total amount of money you have going out of your business.*

F. The bottom rows show how much money is in your business at the beginning and end of each month.

- a) Balance – take the money earned in that month (C) and subtract the money spent (E).*
- b) Opening balance – should be the same as the closing balance of the previous month.*
- c) Closing balance – the month's opening balance (b) plus the current month's balance (a).*

Breakeven

Your breakeven point is the number of sales you need to make to cover the costs of running your business. To calculate your breakeven:

G. Work out the annual cost of running your business (The total column in row E of your cashflow)

H. Divide cost G by your gross profit margin percentage (row K in your product/service costs and prices table)

J. To work out how many sales you need to make in a week, divide H by the number of weeks in a year you expect to work.

K. To work out how many sales you need to make in a day, divide J by the number of days in a week you expect to work.



10.4 Costs table

Purpose of this section

The costs table explains what is included in each cost in your cashflow. It also explains what assumptions you have used to work the cost out.

For example, you might have a cost line for travel to pay for the petrol you need. In the costs table you would explain how much petrol you have assumed you will use (for example, how many tanks) and how much you have assumed that will cost (for example, how much one tank costs).

How to complete this section

If you have explained your costs in your cashflow in a different section of your business plan, you should write in the costs table where the detailed breakdown of the costs can be found. For example, your marketing costs will be explained in section five.

For all other costs in your cashflow you should explain what they include and how you have worked them out.

Business words explained

This table lists some of the words that people often use when they talk about business and their meanings.

Assets

Things a business owns, e.g. buildings, vehicles, stock and money in the bank.

Brand

Refers to the words and symbols such as a name, logo and slogan that represent a business's identity.

Breakeven

The amount of sales a business needs to make to cover all its costs.

Business plan

A document that describes a business's aims and objectives and a plan for how they can be achieved.

Capital expenditure

Money spent on buying or improving items that will be owned by a business for a long time, e.g. buildings or equipment.

Carbon footprint

A measure of the impact that human activities have on the climate in terms of the total amount of greenhouse gases produced.

Cashflow forecast

An estimate of the amount of money a business will spend and receive within a certain time period (usually a year).

Creditor

Somebody to whom a business or individual owes money.

Expenditure

Money paid; cost.

Fixed assets

Things a business owns or controls for a long time, such as premises or equipment.

Fixed costs

Costs that stay the same, regardless of how many sales a business makes, e.g. rent.

Gross profit

Total income from a business's sales minus the direct costs of making the sales (this does not include a business's overhead or running costs).

Key messages

The things you most want customers to remember about your business.

Letter of intent

A signed statement from a potential customer outlining what product/service they are interested in buying from you and how many.

Margin

The difference between the selling price of a product/service and its costs. The higher the margin, the more profit that is made.

Marketing

Any activity a business does to try and contact potential customers.

Market positioning

How a business presents its products/services in relation to its competitors; higher quality, cheaper, etc.

Mission statement

A sentence to define (i) what your business does, (ii) who your clients are, (iii) how your business does what it does, and (iv) your business values. A customer should have a clear understanding of your business after reading your mission statement.

Net profit

A business's total income minus its total costs.

Objectives

Things a business wants or sets out to achieve.

Operations

The day-to-day activities that take place within a business.

Profit and loss account

Shows a business's total income and expenditure for a given period of time.

Prospect

Someone who could become a customer.

Public Relations (PR)

Two-way communication between a business and anyone who is interested in it.

Referral

A customer gained through a recommendation from someone else.

Resources

The money, people, time and equipment needed to run a business.

Stock

All the raw materials and finished goods owned by a business.

Strapline

A catchy phrase that sums up a business's message, for example: 'Cadbury's Cream Egg – how will you eat yours?'

Target market

The group of customers a business chooses to focus its marketing efforts on.

Turnover

A business's total sales income for a year.

USP (Unique Selling Point)

A benefit that a business offers to its customers that its competitors do not.

Values

The principles and beliefs that guide what a business does and how it does it.

Variable costs

Costs that vary in line with a business's level of sales.

Viable

If a business idea is viable, it means that it should work and the business should be a success.

Vision

A business's long-term goal.





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