



BUSINESS PLAN

“Failing to plan is planning to fail”

Your business plan will detail the marketing, enhancement and financial plans for your pub. This will be the initial draft of the plan which will evolve and develop in line with your business. It will become a working document for yourself and your Area Business Manager to review periodically, measure success and to make future actions.

The content of your business plan will determine whether you are successful in gaining an offer of tenancy. Please take time to complete all sections thoroughly and add any supporting documents.

Pub Name:

Submitted By:

YOUR PROFILE

Give a brief account of pub industry experience, catering/kitchen experience and/or similar relevant business experience. Give details of any relevant skills and qualifications.

YOUR PARTNERS/BUSINESS PARTNERS PROFILE

Give a brief account of pub industry experience, catering/kitchen experience and/or similar relevant business experience. Give details of any relevant skills and qualifications.

YOUR TEAM

Who will be operational in the pub on a day-to-day basis? Will you have a Manager as opposed to the pub being your main concern? Do you have team members that will join the business with you?

ABOUT THE PUB



CURRENT TRADING STYLE

Is the pub closed? If yes when was the last time you visited and what were your impressions.
If the pub is trading – what are your initial observations? Have you visited at different times/days of the week.
What is your view of the outside area?

FUTURE TRADING STYLE

Would you continue the current business model or make changes?
Describe the changes you would implement to attract new customers.

ABOUT THE PUB



LOCATION

Describe the local area and any tourist attractions. Are there educational settings in proximity?
Are there churches or other out of home leisure choices that could be targeted to attract customers?
Are there future investment / events planned in the area which may benefit the pub?

DEMOGRAPHICS

Who lives in the local area? What is the affluence of the area? What type of customers do you want to attract?
Will you encourage a different clientele or grow the current customer base?

UNIQUE SELLING POINT (USP)

What will your pub be most known for? What will give it the stand out reputation?
Is this something new or will you build on existing.

SWOT ANALYSIS



List the Strengths and Weaknesses of the current business in addition to Opportunities and Threats.

<div>S</div> <div>STRENGTHS</div>	<div>W</div> <div>WEAKNESSES</div>	<div>O</div> <div>OPPORTUNITIES</div>	<div>T</div> <div>THREATS</div>

SWOT SUMMARY

How will you utilise strengths, overcome threats and build on weaknesses.
How will you take advantage of opportunities to develop your business?

COMPETITORS



To assess the competition to the pub you should think about other leisure businesses in addition to pubs and bars. Think about licensed cafés, clubs and entertainment venues.

Would you aim to attract customers from this venue? Would you consider this venue to be a threat to your business?

Outlet Name	
Type of Outlet	
Location	
Price of Standard Lager (Pint)	
Price of Premium Lager (Pint)	
Cask Ale? How Many?	
Average Price of Main Meal	
What Would You Do Better?	
Would you aim to attract customers from this venue? Would you consider this venue to be a threat to your business?	

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MYSTERY CUSTOMER



Acting as a mystery/new customer, visit the pub and rate the following:

KERB APPEAL

How is the pub presented outside? How is outside space used? How are smokers accommodated?

INTERIOR

What are current standards like? Is the pub dog friendly?
Is the pub clean? Is it clear how to order food?

STAFF AND SERVICE

Do staff give a warm welcome? Do they upsell? Do staff have product knowledge?

BAR

Is the bar clean and tidy? What is the product range like? Is there branded glassware?

FOOD

Is the menu well presented? Does the menu display information on allergies and dishes not containing gluten?
Is the pricing suited to the offer? Are there specials advertised?

MYSTERY CUSTOMER



MARKETING

Are events and promotions advertised by A-boards/posters/television screens.
Is the content up to date and well presented?

SOCIAL MEDIA AND WEBSITE

1. WEBSITE - Is it up to date and eye catching? Does it offer an online booking facility?

2. SOCIAL MEDIA - What platforms are used. Do they post regularly? How do you rate content?

3. GOOGLE MY BUSINESS - Is this up to date with a recent photograph and correct information?

Please summarise your impressions and key changes you would implement.

INDUSTRY TRENDS



The hospitality industry is constantly changing and pubs need to be relevant and appealing to the target market. Consider the trends below and describe how you would react to them, and represent them in your pub.

LESS CONSUMPTION OF ALCOHOL

Think about 'low and no' alcohol products. Premiumisation.

FOOD TRENDS

How would your menu appeal to different consumers? (Intolerances/allergies, vegetarian/vegan, health conscious, children's menu, specials, novel dishes) Food service times.

CONSTANT RISING EXPECTATIONS OF QUALITY AND VALUE

How would you add value to your customers experiences? Why would your pub be preferable to the competition?

LONGER LIFE EXPECTANCY/HIGHER INCOME IN 45-65 AGE BAND

How would you attract this demographic? What would you promote to encourage them to visit?

INDUSTRY TRENDS



DIVERSE CUSTOMER BASE

Think about how you would encourage diversity in your customer base by attracting various population groups, possibly individuals who may not frequently visit the pub.

TECHNOLOGY

Consider order and pay apps, mobile payments, cashless machines, television advertising, smart quizzes and other entertainment.

FLEXIBLE WORKING

Employees are increasing working flexible hours and working from home/mobile based. How could this benefit your business?

CONSUMERS SEEK INDULGENT CHOICES ON OCCASIONS

Consider food and drinks. How would your customer 'treat themselves' at your pub? How would you advertise these menu options?

PLANNING YOUR LAUNCH



PEOPLE

RECRUITMENT

Describe how you will recruit staff? How will you reach a wider pool of people?
Would you target any specific groups?

RETENTION

How will you develop and motivate your team? If you have staff from a TUPE transfer how will you engage with them? What training methods will you use? How will you communicate with your team?

PROMOTING YOUR LAUNCH

HOW?

What are your predominant ideas to promote your pub? Think about food and drink deals, inside and outside of the building, activity on social media, local press, reviews. How will you spread the word and encourage customers to visit?

RHYTHM OF THE WEEK



Give some specific examples of events that will be held regularly in your pub.
Provide detail about how you will promote and market these activities.

MONDAY	
TUESDAY	
WEDNESDAY	
THURSDAY	
FRIDAY	
SATURDAY	
SUNDAY	

SUMMARY



In summary, give an outline of your main short, medium and long term goals for the business.

0-6 MONTHS

6-12 MONTHS

2 YEARS+

PUB FINANCIALS



You will have been provided with a projection profit and loss to show the financial forecast Thwaites have approved to calculate rent. We require you to make your own calculations to represent your view of income and costs, and potential profit. Please exclude VAT from these calculations.

WAGES

Use the table below to estimate your weekly wage bill. This figure will exclude NI contributions and pension contribution (if applicable) Your Accountant can support with additional payroll figures.

	Number of Staff	Hourly Rate (NMW)	Weekly Hours	Weekly Cost
Bar Manager		£		£
Bar Staff		£		£
Chef		£		£
Kitchen Staff		£		£
Waiting Staff		£		£
Cleaner		£		£
Housekeeper		£		£
Door Staff		£		£

TOTAL WEEKLY COST

£

ANNUAL PROFIT AND LOSS FORECAST

Please complete a P & L forecast for your business for year 1. You can use the projection that we have provided to you as a guideline but calculate your own figures. You may need the support of an Accountant/Finance Professional for this exercise.

SIGNING OFF YOUR BUSINESS PLAN



SOURCE OF FUNDS

Cash	
Loan	
Overdraft	
Other (Specify)	
TOTAL	

SIGNING OFF YOUR PLAN

Pub Name	
Signature	

Name of Accountant	
Address	

I confirm that I have reviewed the Customer P & L forecast and have provided any necessary guidance. I have given advice on this projection for the business opportunity based on the information and figures provided by Thwaites.

Accountant Signature	
Date	