



Business Start-up Masterclass

www.EntrepreneurSecrets.co.uk

This is a short guide to developing your business idea. Of course, we hope you will use the Entrepreneur Secrets system to pick your idea, then the rest of our package to develop it. But this is just a taste of the type of thing you can expect from us.

Alan Dowler
Entrepreneur Secrets

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Before you set off on any business venture, you need to undertake an audit of your business idea.

If you are starting a business from scratch, then you don't need to worry too much about this section. If you are using the Entrepreneur Secrets system to expand your current business, then you need to carry out this exercise.

Audit:

Before setting any objectives about where the company wants to be in terms of its future business, we have to look at where it is now. Before you can determine your future strategy you have to know where you are now.

There are plenty of sources of information which are readily to hand:

- Annual reports, public accounting records, credit reports, trade press, brochures, promotional literature and, of course, your website.
- Conversations with suppliers, employees, clients and distributors.
- Information from the owner/manager.

This information should reveal critical weaknesses or strengths that we should be aware of.

Quantitative	Qualitative
Sales	Employee opinion
Profit	Supplier opinion
Market share	Customer/client opinion
Customer feedback	Independent evaluation

This mix of primary and secondary research will provide us with a useful background to define the problems and issues raised, and give us the basis to analyse where the business is at present.

What we need from the business is:

1. A brief history of the firm;
2. Any written information regarding sales, profit, market share or customer surveys;
3. Employee attitudes;
4. Technological capabilities within the firm;
5. A perception of where it is within its marketplace.

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This is a really important section, and it's where all of your creative brainstorming will come.

Context analysis:

We need to analyse the situation that the firm is in and the factors that affect it. These are both internal factors, such as history, policy, procedures, and employee attitudes, and external factors such as political and economic trends, and technological and environmental issues.

A good way to analyse these are through:

1. PEST (**P**olitical, **E**conomic, **S**ocial, and **T**echnological) analysis; and
2. SWOT (**S**trengths, **W**eaknesses, **O**pportunities, **T**hreats) analysis.

A PEST analysis looks at the key external trends and drivers of change outside the control of the businesses, and weighs up its potential to affect the organisation. A SWOT analysis then identifies which of these issues the organisations need to deal with, and can then develop a strategy detailing future plans.

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Try your best to do a 'PEST' analysis for your business idea. Jot down some ideas: the next page gives you some examples of the sort of things you should be looking for.

PEST Analysis:

When developing a PEST analysis we need to ask what external factors are affecting the business, how these are affecting it, which are currently the most important factors, and which will be the most important over the next few years.

The type of areas we need to address when conducting a PEST analysis are:

Media coverage: investigate reports in newspapers, television, radio, and books and magazines to garner recorded opinion about the firm's industrial sector from analysts, interest groups, competitors, politicians, and other opinion-formers.

Internet monitoring: tap into internet discussion areas, chatrooms, and other websites to see what people are saying about the firm's industrial sector.

Tracking political situation: looking at any recent political developments that involve the firm's industrial sector, and searching through agendas and minutes of government meetings.

The grapevine: gathering feedback and intelligence from people within the firm's industrial sector, and talking and listening to other key people within the industry.

Political/Legal

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Economic

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Socio-cultural

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Technological

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Here is an example of a PEST analysis for a tourism business. Notice the amount of research which has gone into each point.

PEST Analysis:

Political/Legal

- Tourism across the world has been reeling from the impact of the US terror attacks.
- US airlines have announced plans to shed more than 100,000 jobs in the wake of the attacks, as a result of a sharp slump in business.
- Government influences tourism through fiscal and regulatory policy and through funding of statutory bodies - British Tourist Authority, area tourist boards, enterprise networks, local authorities and other national agencies (e.g. forestry, the built and natural environment, arts and sport).
- There is a current skill shortage in the industry and the selection of tourism and hospitality as a career choice, which government should address.
- As for the tax and regulatory regime, the VAT rate (set by government) specifically puts the UK at a competitive disadvantage with other European destinations.

Economic

- Tourism nationally has continued to expand.
- Spending by overnight tourists in the 1990s has continued to increase although at a slower rate than in the previous decade e.g. 30% increase in domestic overnight tourism, 80% in overseas tourism.
- There was considerable growth in the number of overseas visitors from 1987-1997 (average 5% annual growth in international tourism trips).
- Since 1997 growth has slowed and in 1999 overseas visitor numbers to Britain fell by 1%.
- The domestic market has grown much more slowly over the same period (average annual growth of 1.5% in domestic tourism trips).

Socio-cultural

- Slow domestic market growth is largely due to the continued decline in long holidays.
- In contrast, the market for domestic short breaks, additional holidays and VFR (Visiting Friends and Relatives) has shown consistent growth.
- Short holidays of 1-3 nights now account for 25% of tourism trips in England. This has been the fastest growing segment in recent years, and this trend is likely to continue.
- A significant majority of short breaks are taken in serviced accommodation, including hotels and B&Bs.
- There is a bias towards higher socio-economic groups (ABs) and they are popular with both young adults and active retired people.
- Business tourism remains important but fluctuates with the strength of the economy. There was a 10% increase in domestic business trips over the period 1994-1998.
- The vast proportion of leisure day visits continues to be eating and drinking out (18%), visiting friends and relatives (17%) walking (15%) and shopping (12%).
- Visits to attractions represent less than 10% of all day trips and in 1998, for the first time since 1991, there was a decrease in the number of visits to a constant sample of attractions and, for the first time, there were more closures than new openings of attractions.

Technological

- The developments in Information Communication Technologies (ICTs) and the Internet in particular have revolutionised the entire tourism industry, generating new business models, changing the structure of the tourism distribution channels and re-engineering all processes.
- Tourism suppliers, destinations and stakeholders have all been influenced.
- eTourism is bringing together some of the most rapidly developing industries including Information Communications Technologies, Tourism/Travel/Hospitality and Strategic Management/Marketing/Planning.
- In the electronic marketplace, where eBusinesses deal with eConsumers, eGovernment, ePartners and other eBusinesses on an ePlatform are being facilitated by the radically evolving ICTs.

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Look at the points you have put down in your PEST analysis. Now you should take the top two in each section as demonstrated in the tourism business example.

PEST evaluation:

When evaluating these issues, we can then take the key factors that emerge in each area:

Political/Legal

- 1.
- 2.

Economic

- 1.
- 2.

Socio-cultural

- 1.
- 2.

Technological

- 1.
- 2.

Tourism business PEST evaluation:

Political/Legal

1. Tourism across the world has been reeling from the impact of the US terror attacks.
2. There is a current skill shortage in the industry and the selection of tourism and hospitality as a career choice, which government should address.

Economic

1. Tourism nationally has continued to expand.
2. Spending by overnight tourists in the 1990s has continued to increase although at a slower rate than in the previous decade e.g. 30% increase in domestic overnight tourism, 80% in overseas tourism.

Socio-cultural

1. There is a bias towards higher socio-economic groups (ABs) and they are popular with both young adults and active retired people.
2. Business tourism remains important but fluctuates with the strength of the economy.

Technological

1. Tourism suppliers, destinations and stakeholders have all been influenced.
2. The developments in Information Communication Technologies (ICTs) and the Internet in particular have revolutionised the entire tourism industry.

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Now it's time for the SWOT analysis, but for now we are going to leave out the 'Opportunities' section. Look at the tourism business example for inspiration.

SWOT Analysis:

A SWOT analysis shows where the firm needs to focus its attention and the barriers it needs to address. It identifies the firm's key strengths and weaknesses and, using the issues identified in the above PEST analysis, looks at the main opportunities and threats that exist in the external environment that the firm operates in:

Strengths

- ...
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Weaknesses

- ...
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- ...

Threats

- ...
- ...
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Tourism business SWOT Analysis:

A SWOT analysis shows where the organisation needs to focus its attention and the barriers it needs to address. It identifies the organisation's key internal strengths and weaknesses and, using the issues identified in the above PEST analysis, looks at the main opportunities and threats that exist in the external environment that the firms operate in:

Strengths

- Four prime site locations in a major British city.
- Lots of staff have face-to-face customer contact.
- A computer network has been installed connecting all four offices.
- The ICT systems are well developed.
- The business has strong historical links at a local level.
- The business has created a number of partnerships with other tourism-related businesses.
- The business does attract the right quality and calibre of customer at present, it is just that numbers need to be increased.
- The business has been approached by other firms seeking partnership deals.

Weaknesses

- Lines of communication are unclear or ineffective.
- No culture of 'team working'.
- Poor 'bottom-up' and 'side-to-side' communication.
- Very few meetings at which all members of staff's voice can be heard.
- There is a lack of co-ordination between the four offices.
- Whilst the business has a number of excellent marketing tools, it is somewhat lacking in a marketing and promotional strategy.
- This has led to a general lack of knowledge on what the business has to offer and a weakened brand / identity for it.

Threats

- We must be sure that the two companies are completely compatible. Not only should these organisations and customer bases complement each other, we must also be certain that the two workforces can work together successfully.
- There may be ramifications (legal, tax, employment, etc.) attached to merging which would make a merger counterproductive.
- We need to consider the impact on our customer base. We should not assume that all our customers will automatically stay with the merged company.
- At all times, we need to keep our staff informed. There will be rumours anyway because staff will be concerned about their positions and their job security. We must consult with them and inform them of decisions as they are made.

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Now we come to the 'Opportunities' section, and here is the clever bit. Go back to your PEST evaluation, and both points in each of the four sections, think of an opportunity which you think you could take advantage of in each area.

What you are doing here is applying a possible opportunity to a real-world scenario. The next page shows how our tourism business did it.

Opportunities:

When we get to opportunities we only look at each of our main two points identified in the PEST analysis, thereby identifying opportunities that we can take advantage of in our current environment:

Political/Legal

Point 1:

- ...
- ...
- ...

Point 2:

- ...
- ...
- ...

Economic

Point 1:

- ...
- ...
- ...

Point 2:

- ...
- ...
- ...

Socio-cultural

Point 1:

- ...
- ...
- ...

Point 2:

- ...
- ...
- ...

Technological

Point 1:

- ...
- ...
- ...

Point 2:

- ...
- ...
- ...

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This is the really important bit, because it shows you how your business can be different and adapt to a changing environment in your chosen sector.

Political/Legal

Point 1: Tourism across the world has been reeling from the impact of the US terror attacks.

- There has become a more stable environment on the tourism industry globally. With this evolving stability, the tourism industry is expected to show a significant upturn in performance.
- Customers are generally having more faith in airline security measures.
- There have been no further successful attacks after September 11th.

Point 2: There is a current skill shortage in the industry and the selection of tourism and hospitality as a career choice, which government should address.

- The key to effective staff development and training in this industry is to link it directly to business objectives.
- To promote a career within the tourism sector in the business as being interesting, challenging, and offering flexible working hours.
- A campaign aimed at raising awareness of the positive aspects of working in tourism and of the opportunities available might would an impact on raising the appeal, profile and status of the industry in general as a career option. A trail could be blazed in this area.

Economic

Point 1: Tourism nationally has continued to expand.

- To attract and win new business, the industry needs to face up to growing competition from abroad and find new ways to succeed.
- There is a need to encourage the exchange of information, innovation and research, providing a platform for further debate and evaluation within the industry, which the business could begin to lead initially at a local level.
- New development plans can be put in place which will be defined to meet the needs of the industry and to add value to the business.

Point 2: Spending by overnight tourists in the 1990s has continued to increase although at a slower rate than in the previous decade e.g. 30% increase in domestic overnight tourism, 80% in overseas tourism.

- Tourism traditionally acts as an early indicator of an economic slowdown. The business could therefore legitimately call on the Government to provide a better support structure for the industry, thus gaining positive PR.
- Although tourism in the UK is now seen as far more welcoming to children, it is still seen as less so towards pets. The business could undertake a major initiative in this area.
- From October 2004 the final part of the Disability Discrimination Act becomes effective, requiring tourism businesses to take 'reasonable steps' to make their business more accessible. Again, a positive campaign in this area could yield positive results.

Socio-cultural

Point 1: There is a bias towards higher socio-economic groups (ABs) and they are popular with both young adults and active retired people.

- In this example, 'A' is the younger market segment and 'B' is the older market segment, but both have a substantial disposable income, yet there is a need for different types of segmented marketing. A careful marketing campaign with this in mind would be useful here.
- The UK is, as a whole, more prosperous than it was 10 years ago, but the gap between the wealthiest and the poorest continues to widen. The business could review the short-break needs of the wealthiest socio-economic groups, mainly the ABs, and to assess how well other companies are meeting their requirements.
- ABs have an important role as opinion leaders or trend-setters. For example, upmarket people have been the early adopters of e-mail and the Internet, and these activities are spreading through to other consumers. A campaign aimed at this market would have seriously positive spin-off effects.



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It's important to be as creative as possible and this will give you your 'Unique Selling Point' (USP) and pointers for success.

Point 2: Business tourism remains important but fluctuates with the strength of the economy.

- Business tourism is an important area and the USA and Canada are important markets that can be built on through a high reputation in those markets, and through providing packages surrounding prestigious business events.
- In order for business tourism to prosper, it is vital that buyers and suppliers are provided with the opportunities to network. The business could provide that chance by organising business forums with partner organisations.
- Buyers need to leave the UK with a true sense of what the country has to offer having sampled a high-quality business tourism product and hospitality, which the business could focus on.

Technological

Point 1: Tourism suppliers, destinations and stakeholders have all been influenced.

- A stakeholder management plan would be an important step forward.
- The business could establish an industry-driven partnership of business leaders and public agencies formed to consider the key issues behind the tourism industry and its embracing of technology.
- The business could establish a new 'model for competitiveness' to help the industry adapt to the technological challenges ahead.

Point 2: The developments in Information Communication Technologies (ICTs) and the Internet in particular have revolutionised the entire tourism industry.

- RDA funding available for SMEs to development their e-business.
- Today's internet not only includes browsing from a desktop or laptop computer, but those surfing with WebTV, Palmpilots, cellphones and other net-connected devices. The business could make its pages accessible bearing in mind that not all of the visitors to the site will be viewing it on a monitor and navigating with a mouse. A clear, well-formatted site, with easy words, can make it easier on everyone.
- The business could embrace e-working as a whole and improve business processes for marketing, booking and purchasing of its products

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Now put everything to one side and look at the strengths and weaknesses of your business or your business idea. List them all in a grid, using the tourism business example as a guide.

Strengths and weaknesses:

When determining the business's strengths and weaknesses, we can identify fundamental and marginal strengths and weaknesses:

Fundamental strength	Fundamental weakness	Marginal strength	Marginal weakness	Neutral

Tourism business strengths and weaknesses:

Fundamental strength	Fundamental weakness	Marginal strength	Marginal weakness	Neutral
Four prime site locations in a major British city	Lines of communication are unclear or ineffective	Lots of staff have face-to-face customer contact	Very few meetings at which all members of staff's voice can be heard	Poor 'bottom-up' and 'side-to-side' communication
A computer network has been installed connecting all four offices	No culture of 'team working'	The business does attract the right quality and calibre of customer at present, it is just that numbers need to be increased	Whilst the business has a number of excellent marketing tools, it is somewhat lacking in a marketing and promotional strategy	The business has strong historical links at a local level
The ICT systems are well developed	There is a lack of co-ordination between the four offices	The business has created a number of partnerships with other tourism-related businesses	A general lack of knowledge on what the business has to offer and a weakened brand / identity for it	The business has been approached by other firms seeking partnership deals

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Now look at your PEST evaluation and your strengths which you've identified. Match them up: what strengths do you have, and what opportunities can you best match these strengths up with?

Opportunities:

We can then relate the business's fundamental strengths to outside opportunities that have been identified in the PEST analysis:

Strengths	Opportunities

Opportunities:

We can then relate the business's fundamental strengths to outside opportunities that have been identified in the PEST analysis:

Strengths	Opportunities
Four prime site locations in a major British city.	There is a bias towards higher socio-economic groups (ABs) and they are popular with both young adults and active retired people (these economic groups being found mainly in the more prosperous cities).
A computer network has been installed connecting all four offices.	The developments in Information Communication Technologies (ICTs) and the Internet in particular have revolutionised the entire tourism industry.
The ICT systems are well developed.	Business tourism...fluctuates with the strength of the economy (business customers want ease of booking above all else). Also, there is a current skills shortage in the industry and e-learning could be a key issue.

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Finally, this is where you need to be: your business objectives. Matching your strengths with outside opportunities means you can now turn them into objectives. Meeting these objectives should give you guaranteed success.

Notice the SMART objectives of the tourism business: they are specific and relevant to the tourism industry, and they refer to actual numbers of customers to be targeted by a particular date.

Objectives:

This should then give us the basis for framing the objectives of a business plan (which should be strategies to take advantage of identified opportunities which our identified strengths), which will be the overall business strategy:

- 1.
- 2.
- 3.
- 4.

These would be objectives that are SMART: **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**imetabled (i.e. which have deadlines).

Tourism business objectives:

This should then give us the basis for framing the objectives of the e-business plan (which should be strategies to take advantage of identified opportunities which our identified strengths), which will be our overall business strategy:

1. To market our high street stores so that 10,000 'AB' customers buy holidays from us by September 2004.
2. To continue to develop our IT infrastructure so that all our suppliers are communicated with by intranet by December 2004.
3. To develop our website so that 5,000 business customers use us by September 2004.
4. To develop our ICT systems so that we have a full in-house computerised training programme which trains 30 new recruits by July 2004.

These are objectives that are SMART: **S**pecific, **M**easurable, **A**chievable, **R**elevant, and **T**imetabled.



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Next we would look at the type of approaches best suited to promoting the new business. Here is an example of the type of plays which can be used, and these are covered in much more detail in the *Entrepreneur Secrets* full package.

Your position in relation to your competitors

We will then judge what position you are in, relative to your competitors, and briefly outline an appropriate strategy for you using the following models:

- *Approaches to attacking bigger competitors.*
- *Approaches to attacking equally small competitors.*
- *Approaches to attacking smaller competitors.*
- *Approaches to attacking large equal competitors.*
- *How to arrive late in a marketplace and still succeed.*
- *How to defend against copycat and late-entry businesses...*

...using the following methods:

- Full frontal attack
- Flanking attack
- Surround and cut off
- Blocking attack
- Guerrilla attack
- Niche defence
- Territorial defence
- Mobile defence
- Stealth defence
- Diplomatic nous

The strategy the tourism business should consider using:

Guerrilla attack

Guerrillas are good at five things: surprise, speed, economy, flexibility and self-knowledge. Guerrilla strategy is about co-ordinating these strengths to your maximum advantage against a competitor, on a micro basis. Guerrilla attack is commonly used by smaller aggressive businesses and superb publicists.

Tactics:

Typically, this may involve a hostile PR campaign, issue-based marketing that generates widespread publicity, or highly localised aggressive attacks on super niche markets.

Online, they will need a top-notch publicity machine and, probably, specialist areas on their site, which may exist for only a matter of months before being archived and replaced with the next guerrilla campaign. A strong customer community that is well-informed by their email programme is likely to underpin this strategy.

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You should now look at how you are going to realise your new business strategy. Again, you need to be creative, and the next page shows just this with our tourism business example.

Strategy measures:

We should then brainstorm a list of measures that will help us to realise our strategy (therefore meeting our objectives):

Mechanisms of Change (measure no.)	Time-scale	% Budget
Measure:		
1.		
2.		
3.		
Measure:		
4.		
5.		
6.		
Measure:		
7.		
8.		
9.		
Measure:		
10.		
11.		
12.		

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Be as creative as possible: here you need to show potential customers exactly why you are different from other companies.

Strategy measures:

We should then compile a list of measures that will help us to realise our strategy (therefore meeting our objectives):

Mechanisms of Change (measure no.)	Time-scale	% Budget
To market our high street stores so that 10,000 'AB' customers buy holidays from us by September 2004.		
1. Seeking coverage in as many publications as possible, both trade and media, about the new merger and its new customer focus.	Immediately	26
2. Develop some separate promotional material for the new venture, which should be distributed widely through the usual channels.	Begin planning immediately	10
3. Make sure the new website provides a good introduction to the new venture, ensuring that the necessary links are established and maintained.	Immediately	0
To continue to develop our IT infrastructure so that all our suppliers are communicated with by intranet by December 2004.		
4. To become active in lobby groups to push the issue of computerisation of the tourism industry.	Immediately	2
5. To lead the debate in trade publications.	Immediately	2
6. To work in partnership with suppliers in order to promote the benefits of intranets and their successful implementation.	Immediately	5
To develop our website so that 5,000 business customers use us by September 2004.		
7. Develop a separate part of the site dedicated solely to business customers.	After 2 months	5
8. Fast-track business customers through the booking process and give them priority.	After 2 months	0
9. Heavily promote this aspect of the new company (though avoid specifically citing point 8 so as not to alienate other customers).	After 4 months	20
To develop our ICT systems so that we have a full in-house computerised training programme which trains 30 new recruits by July 2004.		
10. Create a new employee newsletter specifically informing them about these new developments, backed up by regular briefing sessions between management and union leaders to answer any questions and address concerns.	After 1 month	10
11. Advertise extensively in the trade press of this new development so as to attract bright new recruits.	After 2 months	20
12. Train existing staff so they will attract new recruits through word of mouth.	Immediately	0

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This is the bit which most people forget or ignore – but not you! How much is all this going to cost? The following sections are vital: get quotes if you can, but above all keep the whole thing realistic!

Costs for strategy measures:

Measure no.	Cost
1.	£
2.	£
3.	£
4.	£
5.	£
6.	£
7.	£
8.	£
9.	£
10.	£
11.	£
12.	£
Total for 12 Measures	£

Tourism business costs for strategy measures:

Measure no.	Cost
1.	£25,000
2.	£5,000
3.	£0
4.	£2,000
5.	£2,000
6.	£4,000
7.	£4,000
8.	£0
9.	£22,000
10.	£9,000
11.	£22,000
12.	£0
Total for 12 Measures	£95,000

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Another oft-forgotten bit – how are you going to keep an eye on how successful your strategy is? If some things are working and some things aren't then you need to know which is which so you can boost spending in some areas and ditch others.

Look at how comprehensive the example is from our tourism business.

Monitoring and Evaluation:

It is useful to consider monitoring and evaluation as forms of control: a means by which we ensure that objectives are achieved. We should constantly monitor the achievement of our objectives through a variety of ways, including involvement and observation, regular reporting, questioning and discussion, and records and routine statistics.

Measure no.	Measurement	Timing
1.		
2.		
3.		
4.		
5.		
6.		
7.		
8.		
9.		
10.		
11.		
12.		

Tourism business monitoring and Evaluation:

Measure no.	Measurement	Timing
1.	Constant media monitoring to ensure accurate, comprehensive reporting of the total picture.	Ongoing
2.	Conduct independent report to gauge whether actions had significant impact on raising market awareness.	After 6 months
3.	Record number of 'hits' this part of website receives.	After 6 months
4.	To request a supplier's meeting addressing these issues.	After 8 months
5.	Monitor clippings across trade press.	After 6 months
6.	Conduct survey to find out how many suppliers believe that the company has the right ICT strategy to take the industry forward	After 8 months
7.	Record number of 'hits' this part of website receives.	After 6 months
8.	Internal records, part of everyday process.	After 6 months
9.	Conduct independent report to gauge whether actions had significant impact on raising market awareness.	After 6 months
10.	Feedback via employee focus groups.	After 6 months
11.	Monitor clippings across trade press.	After 6 months
12.	Conduct independent report to gauge whether training programme is successful.	After 6 months

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And yes, even these monitoring measures need to be properly and realistically costed. Although this may look a bit of a pain, when you are looking for finance then lenders are more impressed when you have responsibly accounted for every penny, rather than underestimated.

Costs for monitoring measures:

Measure no.	Cost
1.	£
2.	£
3.	£
4.	£
5.	£
6.	£
7.	£
8.	£
9.	£
10.	£
11.	£
12.	£
Total for 12 Measures	£

Tourism business costs for monitoring measures:

Measure no.	Cost
1.	£0
2.	£3,000
3.	£0
4.	£0
5.	£0
6.	£1,000
7.	£0
8.	£0
9.	£3,000
10.	£0
11.	£0
12.	£2,000
Total for 12 Measures	£9,000

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Now add up all your costs, and this will be how much you need to spend on a PR and marketing strategy, and you will also have a plan of what specific areas and items it needs to be spent on.

Of course, the *Entrepreneur Secrets* course is packed full of everything you need to start a business from scratch, such as sales, finance, and planning, all in the same easy-to-understand way. It really is a must for anyone serious about starting their own business.

Overall costs:

Strategy and monitoring measure no.	Cost
1.	£
2.	£
3.	£
4.	£
5.	£
6.	£
7.	£
8.	£
9.	£
10.	£
11.	£
12.	£
Total for 12 Measures	£

Tourism business overall costs:

Strategy and monitoring measure no.	Cost
1.	£25,000
2.	£8,000
3.	£0
4.	£2,000
5.	£2,000
6.	£5,000
7.	£4,000
8.	£0
9.	£25,000
10.	£9,000
11.	£22,000
12.	£2,000
Total for 12 Measures	£104,000