



Llywodraeth Cynulliad Cymru
Welsh Assembly Government

Tourism Investment Support Scheme

Model Business Plan

www.cymru.gov.uk

This plan should only be submitted if an introductory questionnaire has first been completed and sent to Visit Wales and a full business plan application has been formally invited in writing. The Tourism investment Support Scheme (TISS) is a discretionary scheme. Completion of an application does not guarantee that Visit Wales will offer the amount of support requested or that we will necessarily offer any support towards your project.

The qualifying criteria for this application procedure are as follows:-

- The project must relate to a capital expenditure of over £100k;
- The maximum level of support will not exceed 25% of eligible costs up to £300k.

In common with other funding agencies and commercial lenders, we require you to submit a Business Plan to support your application for financial assistance. The business plan should be completed in your own style using the following notes as guidance:-

1.0 Executive Summary

The executive summary is a synopsis of the key points of your entire plan. Summarise the proposed development and the reasons for undertaking it through to the elements of the financial forecasts.

2.0 Current Ownership

Start with an overview of your business, answering the following questions:-

- Full name and address of applicant and/or partners, directors, shareholders of company;
- When you started/or plan to start trading;
- Your current legal structure;
- Details of any property lease agreement;
- Details of all other business interests, directorships, partnerships etc;

3.0 Background

3.1 Describe the business, location and its facilities. Provide tariff structure and occupancy rates/visitor numbers. Outline the reasons for undertaking the project e.g. to improve quality, meet increased demand and extend the season.

4.0 Proposed Development

The plan will need to provide a detailed description of the proposed work to be carried out. Key areas to cover include:-

- Detailed development costs. One of the following should accompany the application:-
 - An Architect's or Quantity Surveyor's (QS) estimate;
 - An itemised contractor's estimate;
 - Competitive quotations, or tenders;
- Detailed and confirmed 'in principle' funding package;
- Number of jobs that will be created and/ or safeguarded resulting from the development. Indicate the salary levels for existing and new jobs;
- Quality standard you intend to achieve on completion of the development;
- Evidence planning permissions, building regulation consent and all other statutory permissions. The Welsh Assembly Government specifies minimum standards for energy efficiency, environmental and design quality for all new buildings which it supports. Those standards require most new 'standalone' buildings to achieve: an overall 'Excellent' rating under the BREEAM assessment framework; (NB. exceptions do apply to certain small buildings); and a minimum standard for recycled content, requiring at least 10% of the total value of materials used to be derived from recycled or reused content;
- Evidence of a resource efficiency/energy efficiency policy or Environmental Management System (EMS);

- Work programme (commencement/ completion dates);
- Any relevant plans, specifications and drawings;

5.0 Your Markets and Competitors

Your plan will need to demonstrate that you are fully aware of the tourism economy and that you understand the important trends and drivers. Key areas to cover include:-

- Your market – its size, occupancy data/ visitor numbers and key current issues. In order to do this you should refer to any market research you have carried out;
- Your competitors – provide details of your main competitors within the locality and region and where possible competitor pricing analysis. Consider any possible displacement issues;

6.0 Marketing Plan

In developing an effective marketing plan you will need to answer the following questions:-

- Explain who your customers are and will be;
- Which market segments you will be trying to attract;
- Will you be catering for more than one segment and how would you intend to integrate the activities;
- What quality of product you will be offering and how will you use your pricing structure to suit your anticipated customer;
- Where you will position the business in the market;
- Describe how you intend to market your business to your customers and the cost of these proposals (i.e. a marketing action plan with detailed costs);
- Describe how you envisage monitoring the success of your promotional activities;

7.0 Management/staff structure

Your plan needs to set out the management structure for the business providing your own background and skills and the skills of both your management team and your staff. Include a CV for key members of the team.

Reaching and maintaining a high level of customer service is a strategic priority of Visit Wales. Outline the proposed staff training programme you will adopt to ensure that your business can provide the required levels of customer service.

8.0 Financial Information

You will need to make a robust financial case for our assistance. Visit Wales will be looking to support projects which are viable and which demonstrate a need for funding. We expect this information to be in the form of monthly cashflow, profit & loss and balance sheet forecasts, for the development year and two further years (for support up to £100k) or a further three years (above £100k). Your projections are required to show how the business is expected to perform as a result of the development.

You will need to provide assumptions to support the projections – tariff, occupancy rates, visitor numbers, visitor spend, capital investment and funding, wages, interest rates and repayment terms.

You will need to explore the viability of the proposal by carrying out a sensitivity analysis. The cashflow forecast, shown without the proposed TISS grant, should evidence the need for support, and be accompanied by a commentary within the business plan itself.

Useful contacts and links

Visit Wales Industry Website

www.wales.gov.uk/tourism

Regional Centre Service

Tel: 03000 6 03000

business.wales.gov.uk

Tourism Partnership North Wales

www.tpnw.org

Tourism Partnership Mid Wales

www.tpmw.org

South West Wales Tourism Partnership

www.swwtp.co.uk

Capital Regional Tourism

www.capitalregiontourism.org

Further information is available from Visit Wales by telephoning **0845 010 8020** or emailing **tiss@wales.gsi.gov.uk**
