

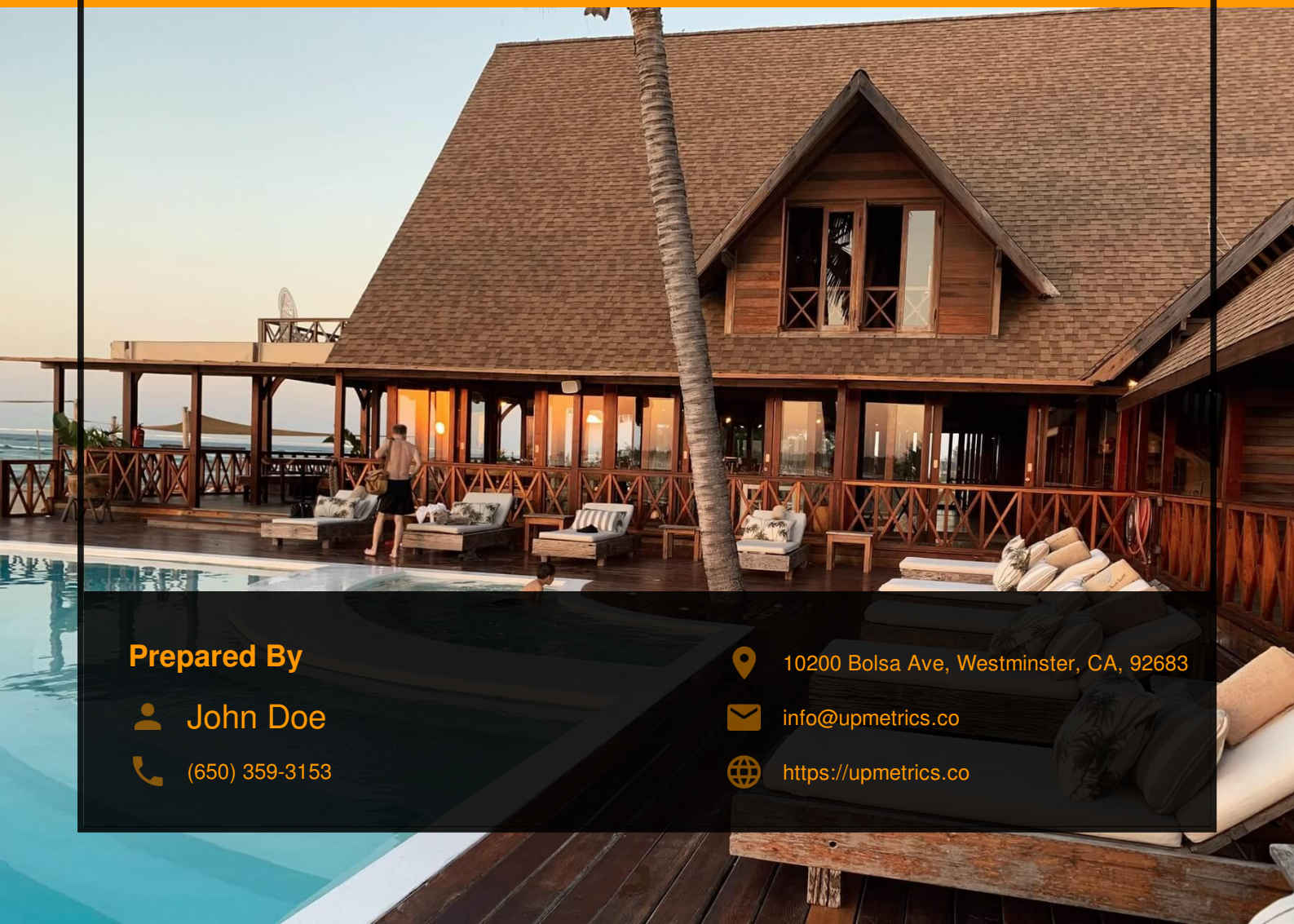


# Eleven Palms Hotel

# BUSINESS PLAN


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Sunrise and sunset right from your bed




## Prepared By

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# 1.

## Executive Summary

Business Overview

Management

Objectives

Mission Statement

Location and Facility

## Business Overview



TIP

Eleven Palms is an adult-marketed, 17-room "boutique-style" hotel specializing in a couples' "getaway" to provide relaxation and recreation in Benzie County, a popular tourist spot located next to the state of Michigan's Lake Michigan. Moderately priced between the high-line hotel properties and the older motel strips, Eleven Palms shall fill an affordability niche r

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## Management



### JOHN DOE

Owner - [johnd@example.com](mailto:johnd@example.com)

Mr. Doe is an owner of Eleven Palms, He has an extensive business background, including over 14 years of experience developing a variety of businesses. Mr. Doe received his B.A. in Business Economics, and currently is an M.B.A. candidate at the University of Michigan. Desiring to return to his own business, he wishes to establish Eleven Palms, Inc. in 2010.

## Objectives



TIP

1. Attract \$1.4 million mortgage/investment capital;
2. Focus ideas and establish goals;
3. Identify and quantify objectives;
4. Track and direct growth;

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## Mission Statement



TIP

Eleven Palms, Inc.'s mission is to provide quality hospitality services to our guests in a comprehensive and cost-competitive manner, providing the finest accommodations in Benzie County, Michigan.

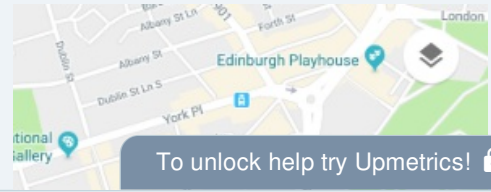
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**TIP**

The preferred location is a 10-acre parcel with 8 acres of woods. Of the 18 rooms, 3 are executive suites, with Jacuzzi tubs, and one of them will be converted to an onsite manager's



## Location and Facility

# 2.

## Business Overview

Ownership

Corporate Development Plan





TIP



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## Ownership



### JOHN DOE

Owner - [johnd@example.com](mailto:johnd@example.com)

Mr. John Doe founded Eleven Palms, Inc. hotel and lounge in 1998 as a Michigan Subchapter "S" Corporation. Since 1985, John has had extensive experience in creating and managing organizations for environmental and economic development-oriented companies involved in nationwide projects.

John consults with area businesses in development-related issues, including finance, and is a United States SBA counselor at the Small Business Development Center at the University of Michigan. Past SBA clients include service and manufacturing organizations. He is a certified SBA Fast Track program instructor, a Michigan licensed loan solicitor, with a specialty in commercial finance, and a guest lecturer at U-M for Business Plan Writing Workshops. He has started a previous business and corporate subsidiaries and looks forward to managing Eleven Palms on a daily basis.

Currently, John is an M.B.A. candidate at U-M and holds a Bachelor of Arts degree in Business Economics with a minor in chemistry from Notre Dame University.



### STEVE COWAN

Manager - [stevec@example.com](mailto:stevec@example.com)

Mr. Steve Cowan will manage all aspects of the business and service development to ensure effective customer responsiveness. Qualified resort associate professionals will provide additional support services. The support staff will be added as a guest and/or patron load factors mandate. Cowan has joined the American Hotel and Motel Association.



TIP

Eleven Palms, Inc. has additional key staff members and advisors to assist during the development, planning, and initial planning phases. They include an architect trained at the University of Notre Dame, CPAs, and former managers of bar and Bed and Breakfast style properties.

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## Key Advisors to the Company

*Start writing here...*

## Corporate Development Plan

For purposes of this Business Plan document, Eleven Palms, Inc.—Phase I and Phase II for developmental growth are defined below:



TIP

This phase involves the preparation and development of Eleven Palms. Until the ideal property is acquired, Eleven Palms, Inc. offices will be housed at the home of Mr. John Doe, its founder. The property will establish its own Prairie Style identity, management directives, and capital. Incorporating a total quality management approach and a guest appreciation pro

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## Phase I

*Start writing here...*



**TIP**

Continue implementation of sales, advertising, and marketing strategies developed in Phase I. Identify and pursue additional guest markets, i.e. Internet room guarantee services. Eleven Palms shall evaluate its room occupancy position to determine if a facility expansion is warranted. Eleven Palms anticipates additional support staff would be

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## Phase II

*Start writing here...*

# 3.

## Market Analysis

Economic Environment

Geographical/Competitive Environment

Legal/Political Environment

Technology Environment

Competitive Environment

Market Research



TIP

Eleven Palms, Inc. like all businesses, is affected by forces and trends in the market environment. These include economic, geographical, competitive, legal/political, and technical.

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## Economic Environment



TIP

Positive forces include the generally prosperous economy that is currently in place, full employment, rising wages, and low inflation, leading more people to be able and willing to spend money and to get away for some time. The close locality of Lake Michigan offers an affordable alternative to a flyaway destination.

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## Geographical/Competitive Environment



TIP

Located just two blocks from Lake Michigan and downtown Lakegrove, the area has several golf courses, two ski hills, water recreation activities, numerous dining establishments, various retail and specialty shops, art galleries, theatre entertainment venues, and the beauty and serenity of Lake Michigan, which has made this country a famous M

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## Legal/Political Environment



TIP

Eleven Palms management will not move the project forward until it has obtained an option to acquire one of the 19 Benzie County, Michigan, liquor licenses. As faced by all businesses, the proper insurance needs shall be met and all operations and policy manuals shall be reviewed by appropriate legal experts. The facility will obtain all the necessary bui

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## Technology Environment



TIP

Computer programs greatly simplify the financial record keeping for today's businesses. As a small business, Eleven Palms will need to watch its expenses closely. By utilizing the existing software packages available in the hotel industry, including room and facility management database, controlled bar and inventory measuring systems, and room key ca

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## Competitive Environment



TIP

A listing of the hotel and motel properties in Benzie County, Michigan (sourced through Midwest and the [Ameritech Directories](#)) is as follows. (Note: Other properties on Lake Michigan, but outside the city limits, are not included):

### Bed & Breakfast (B&B)

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TIP

- The Cove of Lake Michigan (\$145-\$225)
- Grand Michigan Resort and Spa (\$139-\$750)
- The Harbor's Edge (\$139-\$199)
- The Michigan Inn (\$215-\$350)

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### High Line (\$139-\$750 per night, depending upon season)

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TIP

- Breezy Chateau Inn
- Budget Time Motel
- Lake Michigan Motel
- Lakewood Motel

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### Motel (\$59-\$119 per night, depending upon season)

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**TIP**

- Dahlia House
- The Mixer House
- Precious Times Inn

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## Bed & Breakfast (B&B)

*Start writing here...*



**TIP**

Hotel and motel properties in adjacent communities are not listed, however, they do advertise in the Yellow Pages.

Eleven Palms hotel and lounge are attempting to carve out a fourth segment in the lodging market; that of a "boutique" style, high-li

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## Market Research



**TIP**

A hypothetical behavior sequence model for a new customer (future guest) contemplating using a hotel and lounge service for the first time might look something like the following (based on discussions and interviews with potential guests):

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**TIP**

Overall, the environment appears very positive for Eleven Palms, Inc. The forces driving market demand, mainly economic and geographical, are strong, with more people staying closer to home for shorter getaway trips and their comfort level of visiting Lake Michigan, one of the Midwest's premier travel destinations. On the negative side, there is competi

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## Summary of Opportunities and Threats in the Environment

*Start writing here...*



# 4.

## Competitive Analysis

Competitive Advantage  
Industry Keys to Success  
SWOT Analysis

## Competitive Advantage



TIP

Strengths of Eleven Palms, Inc. include John Doe's broad base of experience in managing different types of companies. He has extensive development experience and a track record of hiring the right people and training them. Doe understands the service sector business, has traveled extensively frequenting numerous lodging establishments, and has gained i

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## Industry Keys to Success



TIP

1. A property designed for the guest and/or lounge patron
2. Frequent Guest Award Program
3. Controlled overhead and operational costs
4. Regular and ongoing guest feedback

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# SWOT Analysis

## Strengths

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- Excellent services and security
- Good location and amazing landscape
- Reasonable prices and numerous activities offered
- Modern facilities and clean atmosphere
- Fresh foods
- Local cultures and traditions involve

S

## Weaknesses

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- Need a lot of capital
- Transportation
- Competitors

W

## Opportunities

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- Unique services offered in the region
- More profit earning]
- More visitors
- Increase GDP in the country
- Job opportunities

O

## Threats

---

- Risky for transportation
- Trash from construction
- No clean water
- No electricity
- Weather and natural

T

# 5.

## Strategy & Implementation

Marketing Strategies

Target Markets - Consumer

Positioning and Product Strategy

Distribution Strategy

Pricing Strategy

Service and Support Philosophy



**TIP**

The business is driven by referrals and repeat business, so for the first few years, Eleven Palms will need to be aggressive in attracting new guests. The marketing strategy is subject to change upon guest feedback and surveys.

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## Marketing Strategies



**TIP**

Target Markets—Geographical: The major cities within a three-hour drive of the property.

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## Target Markets - Consumer



**TIP**

- New visitors traveling to the area
- Middle- and upper-income bracket
- Returning visitors to the area
- Businesses needing to hold small overnight p

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## Positioning and Product Strategy



**TIP**

For its guests, Eleven Palms will be positioned as a new, beautifully landscaped, nature-filled, unique atmosphere hotel with a bar lounge service that fits an adult "getaway" market niche. A full range of referral services (i.e. restaurant recommendations, shopping, taxis, area attractions) will be made available and tailored to the needs of the particular guest.

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## Distribution Strategy



**TIP**

Unlike products that are produced, then distributed, and sold, hotel and lounge services are produced and consumed simultaneously in a real-time environment. Thus, distribution issues center on making the services available in a convenient manner to the greatest number of potential guests. Eleven Palms will maintain a front office staff member throughout the night so guests

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## Pricing Strategy

Rooms per night fees have been developed. The fee schedule takes into account seasonal rates that are common in the area. For businesses and other large group functions, pricing can be discounted depending upon the number of rooms reserved.

Example lounge pricing and grill food offerings are also noted.

Example fees:

Room Fees	
Winter Rates (November through April):	
Regular Rooms	\$109.00
Suites	\$149.00
Summer Rates (May through October):	
Regular Rooms	\$129.00
Suites	\$179.00
(Includes Continental Breakfast, use of indoor and outdoor pools, and exercise equipment room.)	

Room Fees	
Fax Service (per page, outgoing)	\$0.75
Telephone Rates (set at going company rate)	
Hotel Safe Storage Fee (per day)	\$2.50

Liquor and Drink Fees	
"Top Shelf" Brands	\$4.75 - \$7.50
Specialty Drinks	\$4.50 - \$5.75
Well Drinks	\$4.25
Import Beers & Wine	\$3.75
Domestic Beers	\$3.25
Draft Beer	\$2.75
Juices, Bottled Water, and Soft Drinks	\$2.50
Grill Menu	
Rib-Eye Steak Sandwich	\$7.99
Chicken Breast Sandwich	\$5.99
Hamburger (1/4 pound)	\$5.99
Fried Cod Fish Sandwich	\$5.99
Salads	\$4.99 - \$8.99
Chicken Tenders	\$4.99 - \$6.99
Cheese Sticks (with sauce)	\$4.99
Frozen Pizza	\$6.99 - \$8.99

## Service and Support Philosophy



**TIP**

By giving careful consideration to customer responsiveness, Eleven Palms Resort's goal will be to meet and exceed every service expectation of its hotel and lounge services. Our guests can expect quality service and a total quality management (TQM) philosophy throughout all levels of the staff.

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# 6.

## Marketing Plan

New Business Segment

Publicity and Public Relations

Guest Reward Programs

Advertising

Marketing and Promotion Budget

Evaluation & Control Strategies



**TIP**

Promotion strategies will vary depending on the target market segments. Given the importance of word-of-mouth referrals among all market segments when choosing a "getaway" hotel or small business meeting location, our efforts are designed to create awareness and build referrals. A cost-effective campaign focused on direct marketing, publicity, our frequent

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## New Business Segment



**TIP**

A direct marketing (direct mail) package consisting of a tri-fold brochure, letter of introduction, and reply card will be sent to a list of potential guests. This list can be obtained from International Business Lists, Inc. (Chicago, IL) and is compiled from tax records (by upper-income geographical areas, Secretary of State incorporation registrations, business license a

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## Publicity and Public Relations



**TIP**

A news release will be sent to area newspapers and magazines announcing the launch of Eleven Palms, Inc. and the lounge. Area talent searches will be conducted to secure weekend cabaret room entertainment.

John Doe will join the Benzie County Chamber of Co

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## Guest Reward Programs



**TIP**

For present guests: "Stay 6 nights and get the seventh night for free" promotion and as a means of building business by word-of-mouth, present customers should be encouraged and rewarded for referring future guests. This can be accomplished by offering a small "rebate" (5% or 10% rebate on the first night stay) to current customers who successfully refer a new guest.

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## Advertising



**TIP**

Advertising is utilized primarily to attract new guests and serves to build awareness and name recognition of the resort in general, which is important for word-of-mouth referrals ("Oh yes, I've seen that resort's ads before.")

- Periodic advertising in target market area newspapers will attract even

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## Marketing and Promotion Budget

Example of Promotion Budget	Amount
Resort brochure (2-color, 1,000 quantity, high-quality paper)	\$750
Reply card (2-color, 500 quantity, card stock)	\$250
Lists (new businesses, home-based businesses)	\$750
Postage (mailing 450 pieces)	\$500
Restaurant placemats (5 restaurants/10 events)	\$500
Newspaper advertising	\$5,000
Yellow Pages	\$2,000
Advertising specialties (give-away)	\$250
Total for 1999	\$10,000

## Evaluation & Control Strategies



**TIP**

Objectives have been established for Eleven Palms so that actual performance can be measured. Thus, at the end of its first year, Eleven Palms should have:

- \$772,000 in total revenue
- Anticipate 57% occupancy rating

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# 7.

## Financial Plan

- Project Funding Summary
- Financial Plan Assumptions
- Projected Profit and Loss
- Balance Sheet
- Cash Flow Projections

## Project Funding Summary

Here is the Project Funding Summary for Eleven Palms Resort:

Project Funding Summary	Amount
Building and Improvements Cost	\$881,000
Fixtures, Build-Out and Furniture	\$353,739
Developmental Start-Up Expense	\$116,000
Five Months Working Capital	\$49,261
<b>Total</b>	<b>\$1,400,000</b>

### Phase 1 Funding Amounts Sought

Developmental costs for the start-up of this new hotel and lounge services company are listed above. These schedules also listed in the Ten Year Proforma.

The following schedule highlights the anticipated developmental costs:

Classification: Cost	
Liquor License	\$71,000
Architect Fees	\$7,500
Accounting	\$1,500
Marketing, PR & Advertising	\$10,000
Engineering & Permitting	\$5,000
Office Expense	\$2,000
Founders Draw (Gen. Contractor)	\$16,000
Legal	\$3,000
<b>Total</b>	<b>\$116,000</b>

The development of Eleven Palms Resort, Inc. will require the full-time talents of Steve Cowan. Phase II growth amounts will be developed and sought at a later date, based upon needs to be determined at that time.

## Financial Plan Assumptions



**TIP**

The following assumptions will be incorporated into Eleven Palms Resort, Inc. proforma statements.

- All operating costs are based on Eleven Palms Resort, Inc. management research of similar operating companies.

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## Projected Profit and Loss

	Year1	Year2	Year3	Year4	Year5
Revenues					
Product/Service-A	\$151,200	\$333,396	\$367,569	\$405,245	\$446,783
Product/Service B	\$100,800	\$222,264	\$245,046	\$270,163	\$297,855
<b>Total Revenues</b>	\$252,000	\$555,660	\$612,615	\$675,408	\$744,638
<b>Expenses &amp; Costs</b>					
Cost of goods sold	\$57,960	\$122,245	\$122,523	\$128,328	\$134,035
Lease	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
Marketing	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000
Salaries	\$133,890	\$204,030	\$224,943	\$236,190	\$248,000
Other Expenses	\$3,500	\$4,000	\$4,500	\$5,000	\$5,500
<b>Total Expenses &amp; Costs</b>	\$271,850	\$412,775	\$435,504	\$454,131	\$473,263
<b>EBITDA</b>	(\$19,850)	\$142,885	\$177,112	\$221,277	\$271,374
Depreciation	\$36,960	\$36,960	\$36,960	\$36,960	\$36,960
EBIT	(\$56,810)	\$105,925	\$140,152	\$184,317	\$234,414
Interest	\$23,621	\$20,668	\$17,716	\$14,763	\$11,810
PRETAX INCOME	(\$80,431)	\$85,257	\$122,436	\$169,554	\$222,604
Net Operating Loss	(\$80,431)	(\$80,431)	\$0	\$0	\$0
Income Tax Expense	\$0	\$1,689	\$42,853	\$59,344	\$77,911
<b>NET INCOME</b>	(\$80,431)	\$83,568	\$79,583	\$110,210	\$144,693
<b>Net Profit Margin (%)</b>	-	15.00%	13.00%	16.30%	19.40%



## Balance Sheet

	Year1	Year2	Year3	Year4	Year5
<b>ASSETS</b>					
Cash	\$16,710	\$90,188	\$158,957	\$258,570	\$392,389
Accounts receivable	\$0	\$0	\$0	\$0	\$0
Inventory	\$21,000	\$23,153	\$25,526	\$28,142	\$31,027
<b>Total Current Assets</b>	<b>\$37,710</b>	<b>\$113,340</b>	<b>\$184,482</b>	<b>\$286,712</b>	<b>\$423,416</b>
Fixed assets	\$246,450	\$246,450	\$246,450	\$246,450	\$246,450
Depreciation	\$36,960	\$73,920	\$110,880	\$147,840	\$184,800
<b>Net fixed assets</b>	<b>\$209,490</b>	<b>\$172,530</b>	<b>\$135,570</b>	<b>\$98,610</b>	<b>\$61,650</b>
<b>TOTAL ASSETS</b>	<b>\$247,200</b>	<b>\$285,870</b>	<b>\$320,052</b>	<b>\$385,322</b>	<b>\$485,066</b>
<b>LIABILITIES &amp; EQUITY</b>					
Debt	\$317,971	\$272,546	\$227,122	\$181,698	\$136,273
Accounts payable	\$9,660	\$10,187	\$10,210	\$10,694	\$11,170
<b>Total Liabilities</b>	<b>\$327,631</b>	<b>\$282,733</b>	<b>\$237,332</b>	<b>\$192,391</b>	<b>\$147,443</b>
Share Capital	\$0	\$0	\$0	\$0	\$0
Retained earnings	(\$80,431)	\$3,137	\$82,720	\$192,930	\$337,623
<b>Total Equity</b>	<b>(\$80,431)</b>	<b>\$3,137</b>	<b>\$82,720</b>	<b>\$192,930</b>	<b>\$337,623</b>
<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>\$247,200</b>	<b>\$285,870</b>	<b>\$320,052</b>	<b>\$385,322</b>	<b>\$485,066</b>

## Cash Flow Projections

	Year1	Year2	Year3	Year4	Year5
<b>CASH FLOW FROM OPERATIONS</b>					
Net Income (Loss)	(\$80,431)	\$83,568	\$79,583	\$110,210	\$144,693
Change in working capital	(\$11,340)	(\$1,625)	(\$2,350)	(\$2,133)	(\$2,409)
Depreciation	\$36,960	\$36,960	\$36,960	\$36,960	\$36,960
<b>Net Cash Flow from Operations</b>	(\$54,811)	\$118,902	\$114,193	\$145,037	\$179,244
<b>CASH FLOW FROM INVESTMENTS</b>					
Investment	(\$246,450)	\$0	\$0	\$0	\$0
<b>Net Cash Flow from Investments</b>	(\$246,450)	\$0	\$0	\$0	\$0
<b>CASH FLOW FROM FINANCING</b>					
Cash from equity	\$0	\$0	\$0	\$0	\$0
Cash from debt	\$317,971	(\$45,424)	(\$45,424)	(\$45,424)	(\$45,424)
<b>Net Cash Flow from Financing</b>	\$317,971	(\$45,424)	(\$45,424)	(\$45,424)	(\$45,424)
<b>SUMMARY</b>					
Net Cash Flow	\$16,710	\$73,478	\$68,769	\$99,613	\$133,819
Cash at Beginning of Period	\$0	\$16,710	\$90,188	\$158,957	\$258,570
<b>Cash at End of Period</b>	\$16,710	\$90,188	\$158,957	\$258,570	\$392,389

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