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**Bar Wash Limited
Confidential Information Memorandum
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Table of Contents

1. 0	EXECUTIVE SUMMARY	1
1.1	Summary of Products and Services Offered	1
1.2	Market Opportunity Summary.....	2
1.3	Company Mission, Objectives and Exit Strategy.....	2
1.4	Keys to Success	3
1.5	Keys Performance Indicators.....	3
1.6	Management Team (Directors).....	3
1.7	Start-Up and Strategic Implementation Summary	4
1.7.1	<i>Start-Up Summary and Costs.....</i>	<i>4</i>
1.7.2	<i>Company Locations and Facilities.....</i>	<i>4</i>
1.7.3	<i>Implementation Strategy.....</i>	<i>4</i>
2. 0	PRODUCT AND SERVICE ANALYSIS.....	6
2.1	Value-Proposition of the BarWash Concept	6
2.2	Detailed Breakdown of BarWash Value-Proposition.....	6
2.2.1	<i>Laundrette & High-Value Laundry Services.....</i>	<i>6</i>
2.2.1.1	<i>Dry Cleaning Drop-Off & Collection.....</i>	<i>7</i>
2.2.1.2	<i>Ironing Services & 'Dressman'</i>	<i>7</i>
2.2.2	<i>Bar</i>	<i>8</i>
2.2.3	<i>Coffee Shop.....</i>	<i>8</i>
2.2.4	<i>Catering.....</i>	<i>9</i>
2.2.5	<i>Internet Access (Wireless & Terminal)</i>	<i>9</i>
2.3	Merchandising	10
2.4	Note on Methodology.....	10
2.4.1	<i>UNITE 2003 Student Living Report</i>	<i>10</i>
2.4.2	<i>Opinions of Students Currently Resident in BS1</i>	<i>10</i>
3. 0	MARKET ANALYSIS.....	12
3.1	The Market Opportunity	12
3.2	Target Market Demographics and Geographical Considerations	12
3.2.1	<i>Students.....</i>	<i>13</i>
3.2.1.1	<i>Student Economic Expenditure Profile.....</i>	<i>14</i>
3.2.2	<i>Young Professionals</i>	<i>15</i>
3.3	Quantifying the Market Opportunity	15
3.4	Competitor Summary.....	16
3.5	Future Ambitions and Concept Development	18
4. 0	MARKETING AND SALES STRATEGY	20
4.1	Positioning Statement.....	20
4.2	Market Penetration.....	20
4.3	Marketing & Promotional Strategy	21
4.3.1	<i>Opening Launch Promotion.....</i>	<i>21</i>
4.3.2	<i>Public Relations & Ongoing Promotional Strategy.....</i>	<i>22</i>
4.3.2.1	<i>Public Relations.....</i>	<i>22</i>
4.3.2.2	<i>Awareness & Campaign Advertising.....</i>	<i>22</i>
4.3.2.3	<i>Event & Team Sponsorship</i>	<i>22</i>
4.3.2.4	<i>BarWash Newsletter.....</i>	<i>22</i>
4.3.3	<i>Loyalty Card / Pre-Paid / Discount Schemes</i>	<i>23</i>
4.3.4	<i>Point of Sale.....</i>	<i>23</i>



5.0	SYSTEMS AND CONTROLS SUMMARY	24
5.1	Billing Systems & Inventory Controls.....	24
5.2	Security	24
5.3	Food Production And Preparation	24
5.4	Personnel	24
6.0	MANAGEMENT SUMMARY.....	25
6.1	Team of Directors	25
6.1.1	<i>Finance & Administration Director - Trevor Chastney (RICS)</i>	<i>25</i>
6.1.2	<i>Development Director - George Wysocki</i>	<i>25</i>
6.1.2	<i>Co-Operations Director - John Skinner</i>	<i>25</i>
6.1.4	<i>Co-Operations Director - Guiseppe Baio.....</i>	<i>25</i>
6.2	Salary Assumptions	26
7.0	FINANCIAL PLAN.....	27
7.1	Important Assumptions	27
7.2	Breakeven Points	30
7.3	Projected Profit & Loss	31
7.4	Projected Cash Flow	32
7.5	Projected Balance Sheet	33
7.6	Internal Rate of Return	34
7.7	Scenario Plans & Valuations.....	34
7.7.1	<i>Scenario 1.....</i>	<i>34</i>
7.7.2	<i>Scenario 2.....</i>	<i>34</i>
7.7.3	<i>Scenario 3.....</i>	<i>35</i>
7.7.4	<i>Scenario 4.....</i>	<i>35</i>
7.7.5	<i>Scenario 5.....</i>	<i>35</i>
8.0	RISK ANALYSIS	36
8.1	Strengths.....	36
8.2	Weaknesses.....	36
8.3	Opportunities.....	36
8.4	Risks & Threats.....	36
APPENDICES		



1.0 Executive Summary

1.1 Company Profile

BarWash Limited (henceforth 'BarWash' or 'the Company') is a UK registered limited company that has been formed to commercialise an innovative format for the bars, pubs and clubs industry.

The Directors of BarWash Ltd., who have considerable experience of the licensed-trade industry and who currently run a number of bars, pubs and clubs in central Bristol, have identified an opportunity for innovation within their core sector of pubs and clubs entertainment that would benefit greatly from a proven format boasting demonstrable success in the United States known as the 'Bar Laundromat' ([see Appendix A for examples](#)). The company is expected to qualify for EIS status when trading begins.

In essence, the heart of the BarWash value-proposition is underpinned by the combination of a full-service laundrette and a fully-licensed bar with neo-industrial décor and high tech entertainment (music and sports-viewing) together in a single, city-centre location.

Directed primarily at young people, typically student and young professionals, it seeks to offer additional valued-added products and services to the high numbers of urban-dwellers in the vicinity who either have limited access to basic laundry facilities, or for whom laundering clothes is a time-consuming chore that has to be fitted within busy and/or affluent lifestyles.

The extensive value-proposition is based upon the principles of convenience and fun, promoting the requirement of doing laundry as being as painless as possible within a comfortable environment for relaxing, meeting people, partying, and also being productive.

1.1.1 Summary of Products and Services Offered

BarWash is expected to offer significant innovative appeal to young consumers through its broad value-proposition. For this reason, part of the methodology used for this business plan was based on student opinions that were canvassed for the purpose of researching the modern-day requirements of young people that would make up the targeted demographic market.

The main competitive advantages for Barwash lie in the breadth of the revenue model (i.e. the ability to supply multiple products and services within a single complex), and in the ability to supply these products and services at prices lower than other market competitors currently constrained by the limitations of their revenue models.

The key components of the BarWash value proposition include:

- State of the art laundry facilities for washing and drying clothes.
- Additional value-added laundry services such as ironing and folding, and a dry-cleaning drop-off / collection point in a central location with longer opening hours.
- A fully-licensed bar with licensing capability until midnight (Sun to Thurs) and 02:00 (Fri and Sat), and competitive pricing due to economies of scale derived from the Directors' other current interests in the licensed trade industry.
- Screening of major sports events and other hi-tech entertainment.
- A coffee shop providing good-quality, brand-name coffee and milk substitutes.
- Food and snacks with healthy eating options.



- Wireless and booth-terminal internet access.
- An atmosphere of 'fun' and 'convenience' generated within a comfortable environment for relaxing, meeting people, enjoyment, and being productive.

1.2 Market Opportunity Summary

A considerable part of the total size of the local (Bristol) market opportunity for alcoholic drinks sales presented by the university student population was estimated to be considerably greater than £42 million in 2003. In addition, the market size for non-grocery food expenditure (i.e. snacks and eating out) was estimated to be in excess of £21 million.

These figures are based on recent market research by UNITE¹ solely on average national weekly alcohol and eating-out food expenditure by students, multiplied by the total number of students enrolled at the two universities in Bristol (42,000) in 2003². In-depth analysis of the market opportunity for alcohol and food sales ('Wet' and 'Dry') is contained in Chapter 3, but there are no estimates of average spending by students on laundering clothes.

Besides the general high level of student accommodation in Bristol, the immediate 2 square mile catchment area of central Bristol is known to contain more than 2,500 rooms / bed spaces for students alone (see Chapter 3 and [Appendix I](#) for details). In addition, there are many more recent regeneration developments in the same area for young professionals.

Nevertheless, maximum exploitation of this market opportunity would be governed by spatial issues limiting foot traffic to the proposed location for BarWash.

1.3 Company Mission, Objectives and Exit Strategy

The primary mission of the Directors is to successfully introduce the BarWash concept to the UK market, using premises to be identified in the urban centre of Bristol (BS1) ([see Appendix B for location map](#)), and to establish a brand identity associated with convenience and fun.

The secondary mission is dependent on the success of the first mission, and would entail the engagement of a strategic partner to expand the concept on a national level to towns and cities in Great Britain and Ireland with similar demographic profiles.

The combination of the sector-specific experience of the principals and their desire to develop the model nationally in partnership with a strategic investor should rapidly increase the market potential of the brand and the concept. The main objectives therefore include:

- To build a quick route to market in order to exploit the competitive advantage of the concept in the current market conditions.
- To prove the revenue model using the Bristol venue.
- Secure investment for national expansion, preferably through a strategic partner with access to suitable freehold or leasehold properties in urban areas around the country with similar demographic profiles.
- Maintain tight control of cost and operations during expansion.
- Maintain Gross Margins of over 50% of sales and Operating Profits of over 15% of sales.

BarWash seeks a fair and responsible profit, enough to keep the company financially healthy

¹ UNITE is the UK's leading provider of value-for-money, high-quality student accommodation.

² In 2003, 18,454 students attended Bristol University and 23,457 the University of West England.



long-term, and to satisfactorily compensate owners and investors for their money and risk. In terms of an exit strategy, the possible routes are largely dependent on the extent of the success of BarWash and its ability to expand into other cities and towns with similar demographic profiles. Strategic investors will be expected to make clear their preference for exit strategy during negotiations with the Directors.

There are many operators in the hospitality industry and in the bars, pubs and clubs sector in the UK. It is assumed that a substantial proportion of these continuously look for successful new formats in order to add growth to their portfolios.

Bearing this in mind, a trade sale or MBO within a timescale of five years would seem the most likely options at present. The Directors do not possess previous experience of managing a listed company, and given their practical, hands-on approach to successfully running their existing companies, it is thought unlikely that the appetite exists for an IPO.

1.4 Keys to Success

- Recruitment of a specialist with commercial laundrette operational experience.
- Recruitment of a specialist with brand-name coffee shop operational experience.
- Creation of a brand identity around the principles of 'Fun' and 'Convenience'.
- Development of intellectual property through brand establishment to create a template for 'turn-key' solutions easily transportable to urban locations nationally.
- Recruitment of a strategic partner with access to properties (freehold or leasehold) for national expansion.
- Customer confidence in the fun and convenience value-proposition of Bar Wash and in the service quality, reliability and usability.

Sustenance of revenue channels in the traditional bars, pubs and clubs industry can often be cyclical due to trends and consumer 'fickleness'. Therefore the key to success for BarWash is expected to be based on both the 'freshness' of the format / platform from which to market high-margin 'Wet Sales' (alcoholic and non-alcoholic drinks), as in the ability of the management to maintain 'footfall' levels and opportunities for revenue maximisation.

1.5 Key Performance Indicators

BARWASH KEY PERFORMANCE INDICATORS

	YEAR 1	YEAR 2	YEAR 3	YEAR 4	YEAR 5	Total
	£'000	£'000	£'000	£'000	£'000	£'000
Turnover	577	1,309	1,335	1,362	1,389	5,972
Gross Profit	312	707	721	736	750	3,227
Gross Profit Margin (%)	54.0%	54.0%	54.0%	54.0%	54.0%	54.0%
Operating Profit	139	215	221	228	234	1,037
Operating Profit Margin (%)	24.0%	16.4%	16.6%	16.7%	16.9%	17.4%

1.6 Management Team (Directors)

The team of Directors consists of mix-experienced managers with vast business experience in the UK licensing trade (bars, pubs and nightclubs) and in property development.

The Directors have all worked together for a considerable number of years and are also Co-Directors of The Endless Pleasure Group which was incorporated in March 2002 to acquire a



portfolio of bars, clubs and restaurants in central-urban areas nationally ([see Appendix C](#)). This successful company, which is part of the Government's Enterprise Investment Scheme (EIS), also owns or has leasehold interests in other properties worth in excess of £15 million.

1.7 Start-Up and Strategic Implementation Summary

1.7.1 Start-Up Summary and Costs

The experience of the Directors and their current interests in the property development industry ensures that, once a suitable venue has been identified, it can become operative and the brand established quickly.

A typical venue would be considered a city-centre location of a size equating to 4,000 - 5,000 ft² and with A3³ planning use. Rent for a property with these characteristics is estimated to command a rental value of circa £60,000 on an annual basis.

A major refurbishment would be required and fit-out costs alone would be expected to run to £395,000. This cost will include all major decorative work and tangibles such as tables, chairs, bar-tops, office equipment, billing and control systems, etc.

<u>Start-Up Expenses</u>	
Fit-Out	£300,000
Legal & Insurance	£5,000
Marketing & Launch	£15,000
Inventory	£30,000
Working Capital & Sundry	£30,000
<u>Fixed Asset Purchases</u>	
Fixtures & Fittings & Billing Equipment	£95,000
<u>Total Start-Up Expense</u>	<u>£475,000</u>

* Some of the heavy-duty, industrial laundry machines may be leased (asset-financed) in order to lower the costs of start-up and to avoid potential recurring repair costs.

1.7.2 Company Locations and Facilities

BarWash Limited ('BarWash' or 'the Company') was constituted in March 2004. It is a UK Limited Company (Registration Number: 050.643.25) with registered offices located at: 30 Whiteladies Road, Clifton, Bristol, BS8 2LG.

Full EIS qualification cannot be given in advance of trading, however preliminary approval from the Inland Revenue has been granted. Furthermore, the Directors have experience of running a successful EIS company for the last 2 ½ years.

1.7.3 Implementation Strategy

The BarWash concept is based on establishing a venue based in central Bristol offering

³ A3 denotes a planning class for buildings used for commercial purposes. In this case A3 indicates that both food and alcoholic drinks may be served to the public.



medium and high-value laundry facilities in addition to a fully-licensed bar and coffee shop within a single complex.

The sales strategy of BarWash is to focus on the niche student, key workers and young professional markets. By creating a new format that will ensure regular and sizeable levels of foot traffic throughout opening hours to a central urban location, BarWash will seek to market high-margin consumables (mainly food and refreshments) to the targeted demographic.

BarWash will create a new segment within a market that is clearly mature, but also saturated in terms of advertising and promotion. Furthermore, regulations surrounding the marketing and advertising of alcoholic drinks and venues are becoming tighter.

Therefore, having to contend with established formats and large-budget promotional campaigns, it would be unrealistic for BarWash to compete at this level. It is more likely that BarWash will benefit greatly from general publicity, which is reasonable to assume given the originality of the concept in the UK and the apparent demand for this kind of format in university towns and cities.

The Directors, by nature of their long experience and contacts within the bars, pubs and clubs industry, have close links with both the local and national press and other media. Any promotional campaigns will therefore be extremely focused on the target demographic, and may take the form of advertising in student newspapers and magazines, flyers and posters, radio spots, sponsoring of student sports teams, cross-promotions with strategic partners and participation in relevant promotional events (e.g. Fresher Fairs).

In addition to awareness campaigns, the student accommodation in the proposed catchment area will be targeted in specific marketing exercises. Much of this accommodation is privately owned but the Directors also manage a letting service for student accommodation located at the top of Park Street (DIGS), as well other bars frequented by students and young professionals. Therefore high levels of footfall to the locality would be expected.

After initial set-up and launch, the venue would serve as a proven revenue model for further expansion either through private investor finance or growth funded by investment from a strategic partner.

Given that the intellectual property developed in the project is difficult to protect and that barriers to entry will be low, investment will be made in establishing the brand and its protection through copyright. The Directors are confident that the concept, once established, will be easily transportable into the major university towns and cities in the UK and Ireland. Speed to market and the sourcing of a strategic partner with access to suitable properties are therefore important factors to be considered.



2.0 Product and Service Analysis

2.1 Value-Proposition of the BarWash Concept

BarWash combines the convenience of clean, reliable laundry and ironing services with entertainment and a licenced bar. Patrons can also take advantage of the many features which are on offer such as: TV sports, wireless internet access, a coffee shop, healthy-eating food options, and newspapers and magazines.

Entertainment forms a key part of the value-proposition to customers. Apart from the clear opportunities to broadcast live sports events, music will be played that is deemed to be suitable for the targeted age group.

It is also expected to be used as a daytime meeting place for students where work and projects can be discussed over coffee while also laundering clothes. Towards the afternoon and evening the venue will revert to a traditional bar / pub type environment with the traditional offerings of alcoholic and non-alcoholic beverages. Quality fresh food will also be served, with particular attention paid to the wholesome healthy options which are demanded by young people of today.

The services that will be offered are both necessary and enjoyable, and endeavour to combine 'the chore with the cheer' in a fun, comfortable, and entertaining environment.

All facilities and services will be competitively priced and designed to meet the requirements of all potential clients.

The main competitive advantages for Barwash lie in the breadth of the revenue model (i.e. the ability to supply multiple products and services within a single complex), and in the ability to supply these products and services at prices lower than market competitors currently characterised by the limited breadth of their revenue models.

The key components of the BarWash value proposition include:

- State of the art laundry facilities for washing and drying clothes.
- Additional value-added laundry services such as ironing, and a dry-cleaning drop-off and collection point in a central location with longer opening hours.
- Fully-licenced bar, and competitive pricing due to economies of scale derived from the Directors' other current interests in the licensed trade industry.
- Screening of major sports events and other hi-tech entertainment.
- Coffee shop providing good-quality, brand-name coffee.
- Food and snacks offering healthy eating options.
- Wireless and booth-terminal internet access.
- Atmosphere of 'fun' and 'convenience' generating a comfortable environment for relaxing, meeting people, productivity and enjoyment.

2.2 Detailed Breakdown of BarWash Value-Proposition

2.2.1 Laundrette & High-Value Laundry Services

The laundrette area of the complex will boast 'state-of-the-art' technology in washing and drying machines with industrial capabilities.



It will be situated away from any catering and food areas, and certain parts of the building will have non-smoking areas in order to avoid odour contamination of freshly-laundered clothes.

Manual washes (coin or card operated) as well as service washes will be available, but it is likely that many customers would want to take advantage of the convenience of service washes. Service washes, however, may largely be governed by capability / over-booking levels of machines available for staff.

Large industrial washer and driers will also allow the laundering of items more difficult to launder such as duvet covers, blankets, curtains, etc.

Security over laundered clothes has been highlighted as an important consideration for potential users and therefore, in addition to supervision by laundrette staff, the customer will be alerted to the completion of their laundry either by means of a visual display above the bar and other areas of the complex, or by a remote paging system. This will leave the customer free to enjoy the social facilities provided by BarWash.

It is envisaged that the self-service laundry will be available between the hours of 08:00 - 19:00, but drop-offs and pick-ups for service washes outside of these times will be available from 07:30 through until 11:30.

2.2.1.1 Dry Cleaning Drop-Off & Collection

Due to space considerations, cost of operations, and health and safety issues, dry cleaning facilities will not be available on-site. BarWash will offer a drop-off / collection service that will be outsourced to an industry player.

The main competitive advantage of this service is that the long opening hours outside of standard office working hours will prove extremely attractive to young professionals who work late and would welcome the flexibility of early morning and later evening drop-offs and pick-ups.

Currently there are no competitors in central Bristol who offer this service with such convenient opening hours. The nearest potential competitors would be the large supermarket chains, but their collection points tend only to be located in their larger, out-of-town superstores.

2.2.1.2 Ironing Services & 'Dressman'

Ironing services are a high-value service that should generate substantial revenue for BarWash. Many students and young professionals dislike having to iron clothes (indeed some probably do not know how to iron!) and are probably accustomed to having their ironing done for them. These aspects can be well-marketed to the target demographic audience.

Ironing is a time-consuming exercise and research by the German manufacturing company Siemens shows it takes the average person eight minutes to iron the average shirt.

This market opportunity could be capitalised on by promoting this service by use of a shirt-ironing machine such as the 'Dressman' designed by Siemens ([see Appendix E for details](#)). This would be a very low capital investment (around £700-£800) and expected revenues per shirt ironed that would be priced somewhere between £1.00 and £1.50.



This service could form the basis of low-cost marketing exercises to bring new customers to BarWash and increase foot traffic. Examples of promotions could be:

- 'Have 5 shirts ironed while you drink a complementary pint'.
- 'One shirt ironed free for every pitcher of beer purchased'.

2.2.2 Bar

The Bar area will be refurbished in a modern 'neo-industrial' décor, with hard and soft seating areas, and characterised by its appeal to a young audience but with durability properties to ease and lower the cost of cleaning, maintenance and general upkeep.

The ambience of the bar area will be carefully managed by the management according to time of day. For this reason music with a general appeal will be played as opposed to a juke-box format which has potential to be mood-disruptive.

During weekdays the bar area could potentially be used as mainly as a meeting area for students to discuss work and projects over coffee until lunchtime or early afternoon, with subtle but deliberate changes in ambience to encourage consumption of higher-margin wet sales later in the afternoon and into the evening. For this reason, it is unlikely that non-service washes will be permitted after 18:00 since it could detract from the overall atmosphere.

At weekends (Fridays and Saturdays), a party atmosphere would be encouraged and would often be built around the screening of live sports events in the afternoon, with the possibility of a disco format in the later evening. There would be potential in the layout for a permanent DJ booth for this purpose.

Sundays would follow a relaxation-driven format, with slighter later opening hours and softer music. Restorative and / or nutritious drinks ('hangover cures'), real fruit juices / shakes, and comfort foods, will feature heavily, especially in the morning and early afternoon. It is expected that Sunday will be one of the higher-revenue generating days given that many people tend to use free time on this day as an opportunity to do laundry, and this would bring many promotion-driven opportunities to advertise BarWash as a fun, relaxing place to do laundry, meet people, and to enjoy drinks and snacks.

2.2.3 Coffee Shop

There has been a proliferation of coffee shop chains in Great Britain over the past decade through brand names such as: Starbucks, Costa Coffee, Café Nero, etc. Demand for good quality, brand-name coffee has increased accordingly, and therefore this service would logically form a key part of the BarWash proposition. This requirement was confirmed by the group of students whose opinions were canvassed for this business plan.

It was highlighted that existing chains such as those mentioned above were considered over-priced and therefore an opportunity has been identified to fulfil a requirement for good quality coffee consumption at reasonable prices. It is felt that coffee priced somewhere around £2.00 as opposed to £2.50 (and over) that the coffee shop chains generally charge would have a significant impact on early morning and lunchtime footfall to BarWash. Milk substitutes such as Soya milk and gluten-free products were also demanded.



The coffee shop would provide a variety of coffees, teas, fresh-fruit juices and snacks from 7:30am until around 19:00 (or later depending on demand). Food products, however, may be limited so as not to conflict with the higher-value catering services offered by BarWash.

The Directors currently lack specific experience of coffee shop operations and that particular supply chain. While this is not considered a serious disadvantage, there are thought to be some considerable benefits in attracting a strategic partner currently operating locally in the sector whose business model could be imported and structured to work within BarWash on a profit-sharing basis, or otherwise.

For BarWash, a specialist in brand-name coffee with a proven track record and critical mass in the local area is gained, along with the ability to supply coffee products profitably at student prices. Furthermore, as a strategic partner, entry canons and franchise costs are avoided, and potential investment in the overall business from this partner is a consideration.

2.2.4 Catering

An extensive menu will be provided on the premises, but would consist mainly of fresh foods and a 'grazing menu' prepared the same day (e.g. sandwiches, soup, pizza, panini, salads, etc.).

2.2.5 Internet Access (Wireless & Terminal)

An additional high-value feature of BarWash will be the provision of a wireless internet access service for students and working professionals. Given the requirement for this technology (many properties dedicated to accommodating students have recently been equipped with high-speed internet access and networking capabilities), there would seem to exist the possibility for an additional revenue channel from provision of internet access services.

The current cost of third-party wireless internet provision with a machine kiosk to print access tickets is estimated at around £150 per month⁴. Given that the revenues for wireless internet provision are conservatively estimated in the financial forecasts (£1.50 / hour compared to costs of £5.00 - £7.00 per hour in many coffee shops and hotels), there exists considerable scope for promotional incentives based around this.

These may consist of free or 'happy hour' access at off-peak times when revenue generation is low, or even temporary brand-awareness campaigns that allow laundry to be done while customers surf the internet, for example.

For customers who may not use laptop / portable PCs for internet access (although these numbers seem to be decreasing continuously as education embraces technological advances), it is envisaged that there will be BT-style combined internet / email / phone terminals such as those that can be found at airports and train stations.

It is unlikely that these terminals will provide any significant revenue for BarWash and would be installed more for additional value benefit for the customer, thus anticipating

⁴ Source: www.inty.com - INTY is a Bristol-based provider specialising in e-learning provision for schools and colleges. It is also a provider of wireless internet access for cafes and bars.



and encouraging trends towards wireless access. Furthermore, it avoids any investment of floor space as well as staff time in controlling the sale of access tickets and correct use of PCs that otherwise would be required for a dedicated in-house 'cyber-café'.

2.3 Merchandising

In the past, successful entertainment formats in the restaurant and the licenced trade have been able to incorporate merchandising sales as a key element of total overall revenue (e.g. Hard Rock Café, Planet Hollywood, and TGI Friday's).

Depending on the success and appropriate marketing of the concept, there is no reason why the BarWash brand name and variant logos with suitable linguistic appeal for the target market could not prove attractive to purchasers of merchandising products such as: T-Shirts, Socks, Laundry Bags, Underwear, Caps, Towels, Gimmicks, etc. This opportunity would have to be developed in an ongoing business plan, but examples of possible gimmicks and promotional support material ('flyers') can be seen in [Appendix G](#).

2.4 Note on Methodology

Two sources of information were used to provide a methodological background on which to base estimations and potential revenue forecasts, and also to provide a best-fit of the BarWash value-proposition to the current requirements of students and young professionals.

2.4.1 UNITE 2003 Student Living Report

The UNITE 'Student Living Report' is one of the most comprehensive and in-depth studies of the views, concerns and aspirations of today's full time undergraduate and postgraduate students in this country.

The study constantly evolves to explore how students are meeting the challenges and opportunities of the higher education experience. During the third wave of the study (published in January 2003), the report addressed new areas such as attitudes to politics, part-time work and living on a budget.

For THE 2003 UNITE 'Student Living Report', MORI conducted face-to-face interviews with 1,086 full-time undergraduate and postgraduate students at 21 universities across the UK (England, Scotland, Wales and Northern Ireland) between 22nd October and 15th November 2002. The institutions were selected with probability proportional to the number of full-time students studying any subject. The selection of universities was representative of region and type of university (old and new) across the UK.

To ensure the profile of students was representative, quotas were set and data weighted by gender, year of study, subject of study, ethnic minority, region of university, and institution type. Quotas were not set on social class.

2.4.2 Opinions of Students Currently Resident in BS1

The opinions of a group of 8 students living close to the proposed site of Barwash were canvassed in November 2004 in order to ascertain the type of features and services that they would like to see on offer.



The general opinion was that there was a very real and definitive need for this concept to be introduced to urban areas where large numbers of students and young people live, typically in rented accommodation with limited or over-crowded laundry facilities.

Some of the findings are listed below:

FACILITY	COMMENTS ON EXISTING FACILITIES	WOULD LIKE TO SEE
Laundry	<ul style="list-style-type: none"> ✓ Lack of privacy - particularly for females ✓ Laundry goes missing at times ✓ Machines often broken / dirty ✓ Restrictions on accessibility to machines (overcrowding) ✓ Poor results in cleanliness of laundry and laundry facilities ✓ Value for money is deemed to be poor 	<ul style="list-style-type: none"> ✓ Coin-change machines ✓ Home pick-up / delivery service ✓ Laundry bags (either promotional items or for sale) ✓ Monitoring system for security ✓ Long opening hours ✓ Non-smoking areas ✓ Promotions (i.e. free drink with a wash, 30 minutes wireless internet access with a wash) ✓ Loyalty cards
BAR	<ul style="list-style-type: none"> ✓ Music needs to be suitably controlled by the management as opposed to juke boxes which allow customers / individuals to control the ambience 	<ul style="list-style-type: none"> ✓ Relaxing music on Sundays ✓ Cocktails and milkshakes as well as traditional alcoholic drinks ✓ Hangover cures ✓ Good value entertainment & drinks ✓ Wireless access & internet booths
CATERING	<ul style="list-style-type: none"> ✓ Most coffee shops pricey ✓ Too many confusing offers ✓ Too much micro-waved food ✓ Limited healthy food choice 	<ul style="list-style-type: none"> ✓ Good quality lower-priced coffee ✓ More & better / healthier options (including vegetarian menu) ✓ Easy-eating menu with variety ✓ Real fruit juices



3.0 Market Analysis

BarWash will be a centrally-located, comfortable and secure meeting place that will offer a fully-licensed bar, high-value and innovative laundrette facilities, a quality coffee bar, healthy-eating food options, and wireless internet access.

Targeted at the student and young professional set, BarWash will seek to deliver a fresh and innovative concept in modern day living. The perceived value to the client, either student or young professional, is expected to be substantial, and will be based on convenience and entertainment at an affordable price delivered within a 'home-from-home' environment.

3.1 The Market Opportunity

The licensed bars, pubs and clubs industry in the UK is extremely mature and good opportunities for new entrants are becoming increasingly scarce.

Established formats or themes (e.g. Macro-pubs, Irish pubs, Antipodean pubs (e.g. 'Walkabout'), J.D Wetherspoon-style 'value-pubs', chain-pubs (e.g. Slug & Lettuce, All Bar One), etc. are becoming increasingly 'tired' or 'worn' for many reasons. These include:

- Over-coverage of sporting events.
- Lack of ambience in value-pubs (i.e. no music or other entertainment).
- Aversion by young people to chain-style bars and pubs that often mis-judge trends.

Furthermore, current government initiatives regarding a re-education of attitudes to 'binge-drinking' amongst Britain's youth may prove damaging to 'value', 'chain' and 'macro' pubs whose revenue models are often built around cheap drinks promotions or 'happy hours', with layouts designed to encourage people to stand rather than sit. (By providing fewer seats people are assumed to drink quicker (and more), as well as accommodating a larger number of customers at any one time.)

The BarWash concept, therefore, can be considered a 'niche play' within the licensed pubs and clubs industry, in that aims to draw trade from other licensed establishments through the creation of a new and exciting segment within an existing mature and saturated market.

The Directors of BarWash concept are aiming the concept at the student and young professional set. There is the belief that, using a model based on the principles of 'fun' and 'convenience', there exists a primary opportunity to capture the requirement for high-quality, quick and reliable, basic and value-added, laundry services at an affordable price.

There also exists a secondary opportunity, most likely to be potentially significantly greater than the primary opportunity in terms of revenue and margins, to offer additional entertainment-driven, high-margin consumables and services from an established and mature revenue model, namely the licensed-trade industry.

3.2 Target Market Demographics and Geographical Considerations

In general demographic terms, the target market is assumed to be composed mainly of students and young professionals aged between 18 and 29 years old.

For the purposes of this business plan no account has been made at this stage of socio-economic backgrounds (i.e. AB/C1/C2/DE).



3.2.1 Students

Bristol has 2 universities and a number of colleges of further education. The total university student population is estimated to be just under 42,000⁵ ([see Appendix H for estimates by Link Communication](#)), with the University of Bristol accounting for 18,454 students and the University of West England 23,457.

Currently there are many student residences and private houses rented by students located in the city suburbs, with the most popular areas being Clifton, Redland and Cotham, as well as halls of residence in areas near Westbury-on-Trym (Coombe Dingle). These catchment areas, however, would probably be deemed too far away to attract students with a requirement for better or more accessible laundry facilities.

Instead, BarWash aims to capitalise on the recent trend towards central urban property developments and regeneration schemes. Bristol was bidding for European Capital of Culture status in 2008, but lost eventually to Liverpool. However, much of the planned regeneration, especially of the Harbourside area with new housing, leisure facilities and offices, was planned with this objective date in mind.

Much of the planned regeneration and recently developed properties caters solely for student accommodation due to the attractions and proximity of entertainment, shopping and culture, whilst either remaining close to education centres or possessing the frequency and accessibility of links to them.

Thus it is reasonably expected that more and more people will be actually living in the city centre than in recent years. In the 1990s, the trend towards a return to city centre living started with the conversion of some offices to student accommodation. Since then, many others, predominantly younger people rather than families, have started to move in. Since 1991, over 1,100 new homes were built in the city centre area.⁶

Amongst these major new property developments in or around the BS1 location (city centre) designed for temporary and permanent student and young professional accommodation are included ([see Appendix I for further details](#)):

A number of properties owned by UNITE (total of 1,372 rooms / bed spaces):

- Nelson, Drake & Trafalgar Houses, BS1 (274 rooms)⁷
- Brownfield's (Hotwells), BS8 (155 rooms)
- Gaunts House, BS1 (228 rooms)
- Chantry Court, Denmark Street, BS1 (226 rooms)
- Cherry Court, Cherry Lane, BS1 (176 rooms)
- Blenheim Court, Marlborough Gate, BS1 (233 rooms)
- Hotwells, Hotwell Road, BS8 (80 rooms)⁸

There are also a number other similar properties currently owned or managed by either the university accommodation services or alternative smaller-scale providers of student accommodation. These include, amongst others:

⁵ http://www.linkcommunication.co.uk/coverage_location.html

⁶ <http://www.mb007a2628.pwp.blueyonder.co.uk/2008feat.htm>

⁷ http://www.unite-group.co.uk/templates/mc_page.asp?id=1766

⁸ <http://www.unite-students.com/a.asp?city=Bristol&pg=3>



- Deans Court, St. Georges's Road, BS1 (356 rooms)
- First Step House, Corn Street, BS1 (35 rooms)
- Baldwin Lofts, Baldwin Street, BS1 - (135 rooms)
- 58 Baldwin Street, BS1 - (19 rooms)
- Various properties located in Queen Charlotte Street, St. Stephen's Street, etc., all of which have the BS1 postcode.

Furthermore, the Directors also manage a letting service for student accommodation called DIGS, located in Park Place at the top of Park Street. DIGS owns various properties that are rented to groups of students. The houses and flats vary in size from 3 to 7 bedrooms, and the total inventory of DIGS is around 500 bed spaces. Many of these properties are located in and around the city centre ([see Appendix B for a location map](#)).

Although all residential accommodation mentioned here contains facilities to launder clothes, it is inevitable that accessibility to machines is governed by issues such as:

- Queuing (everybody seems to want to do their washing on a Sunday!)
- Security (users do not want to leave their washing unattended).
- Convenience (many young people do not want / know how to do laundry and therefore would rather pay for service washes and shirt-ironing facilities).
- Time (many young professionals are prepared to pay for services that saves them time in their hectic work and lifestyle schedules).

3.2.1.1 Student Economic Expenditure Profile

A recently published report on student living by UNITE⁹ in 2003 researched the average weekly expenditure on food and alcoholic drinks by students ([see Appendix J for 2-page extract](#)):

"On average, students spend £28.20 a week on food. This includes expenditure on eating out as well as home cooked food. Just under two thirds of expenditure on food is accounted for by home prepared food and the rest by eating out and take-away food. Men spend more on food per week than women (£29.90 versus £26.80) as do those aged 26 years and over (£39.70) and those studying in the London area (£34.50).

Students spend an average of £19.10 on alcoholic drinks per week, a similar amount to that found during the last wave. Three in ten (30%) continue to spend £21 or more in a typical week. Men spend more on average per week on alcoholic drinks than women (£24.30 compared with £14.60 respectively), as do AB's compared with C2DE's (£22.10 compared with £16.40 respectively). However, a quarter of students do not spend anything on alcohol during a typical week. The most likely students not to spend any money on alcohol are:

- Non-white students (61%)
- Overseas students (46%)
- Students aged 26 years and over (39%)
- Live in own home or with parents/guardian (39%)
- Those who do not owe any money (36%)

Among students who do spend money on alcohol, the average amount spent

⁹ UNITE is the UK's leading provider of accommodation for students.



per week rises to £25. Male students now spend £9.60 a week more than their female counterparts. As one might expect, younger students and specifically undergraduates tend to spend more on alcohol than older students and those on a postgraduate course.”¹⁰

3.2.2 Young Professionals

It is very difficult to estimate the number of young professionals in Bristol, and also the extent to which BarWash would appeal to them or their requirement for the type of services that are intended to be offered.

Many young professionals are often ex-students of the higher education institutions in Bristol and therefore typical consumer profiles may change over time as students graduate and enter the job market but their custom is retained. This could be achieved through ongoing loyalty-card and event-related promotions for graduate students about to enter the local job market.

It is thought that the higher-value laundry services such as rapid shirt ironing and service washes will be particularly attractive to young professionals. In addition, the convenience of a centrally-located pick-up and drop-off point with accommodating opening hours (early morning opening for drop-offs before work, and late evenings for pick-ups) are expected to be crucial in helping to establish the convenience-related element of the mission statement.

3.3 Quantifying the Market Opportunity

Given the nature of the licenced-trade industry and the implications of being the first-mover in a ‘niche-play’ strategy aimed at capturing student and young professional expenditure, quantification of the size of the market opportunity is therefore difficult.

For the purposes of this business plan, information on the target market demographic has been taken from Link Communication¹¹ and the 2003 UNITE student living report as a basis for quantifying the size of the market opportunity.

The total number of students attending Bristol University and the University of West England (UWE) was estimated by Link Communication to be just under 42,000 in 2003, and the average weekly alcohol-spend by students has been quantified by UNITE at £19.10.

Multiplying these two figures together on an annualised basis would crudely estimate the size of the local student market opportunity for alcohol sales at around £42 million in 2003.

For food expenditure, £28.20 was the average weekly spend, with one third of this figure (£9.40) accounted for through eating out (non-grocery). Using the same methodology (42,000 X £9.40 X 52), £21 million would be an approximate local market size for non-grocery food purchases (i.e. snacks, sandwiches, chips, etc.).

Attracting just 2.5% of the main targeted demographic (i.e. the two university student populations totalling 42,000) on a weekly basis would equate to foot traffic of around 1,000 students per week. If these 1,000 students spent only half their weekly budgets for alcohol

¹⁰ http://www.unite-students.com/a.asp?page=opg&page_area_id=7

¹¹ Link Communication is the largest ambient media agency in the UK specialising in marketing and research covering 116 universities, and other major colleges.



and food expenditure (£9.55 and £4.70 respectively) at BarWash, this would yield yearly revenues of £496,600 for alcohol sales and £244,400 for food, a total of £741,000.

In reality, however, the total size of the market opportunity for revenue-capture by BarWash is likely to be considerably greater than £63 million, even without adjustments to the downside to take into account seasonality factors governed by students returning home for holiday periods. Reasons for this assumption include:

- The estimates are for alcohol and non-grocery food-spend only and do not assume any potential expenditure on coffee and soft drinks, laundry facilities, internet access, or merchandising.
- This figure does not take into account enrolment at other colleges of higher education in Bristol; neither does it quantify enrolment for shorter courses (i.e. Summer Schools).
- Expenditure by young professionals is also missing, especially for recent graduates working in Bristol, for whom expenditure levels are assumed to be much higher.

It is considerably more difficult to estimate expenditure by young professionals in any category, be it weekly expenditure on alcohol, food or laundry services, but this is assumed to be considerably higher than for students due to obvious income-related factors. As to their number, the 2001 National Census estimated the number of 20-24 year-olds permanently resident in Bristol for the purposes of the electoral role (i.e. not students and transient visitors) to be just under 35,000¹², and in the age group 25-29, 32,000. A small part of each group, perhaps less than 15% (equivalent to a total figure of around 10,000), would also contribute to the size of the target demographic.

It is clear, therefore, that the target market can be considered attractively sizeable and sustainable in terms of revenue opportunities. Nevertheless, given that the generic nature of the BarWash value proposition would appeal to such a large number of potential consumers, it would seem that spatial constraints would be the most limiting factor to the success of BarWash, i.e. there would be an optimum number of customers using the facilities at any one time before overcrowding issues become detrimental to the business.

If, then, on a weekly basis, just 2.5% of the combined target demographic (i.e. 1,050 students and 250 young professionals) were to spend an average of £25.00 per week all consumables and services (food, alcohol, tea & coffee, laundry, ironing & dry-cleaning, internet), this would still deliver almost £1.7 million of revenues over a 12 month period.

3.4 Competitor Summary

BarWash currently enjoys 'First-Mover' status in the UK but, given the make-up of the business concept, there are many competitors fighting for a share of consumer expenditure, particularly in the licensed trade. The most obvious competitors would be a mix of:

- Other licensed establishments (i.e. bars, pubs and clubs), of which there are a considerable number in the area, particularly in Park Street and Colston Avenue.
- Franchised quality coffee shops (e.g. Starbucks, Costa Coffee).
- Laundrettes in the local vicinity (the nearest being located some 2 miles away).
- Domestic laundry and ironing services, and dry-cleaning outlets.

In terms of other pubs and bars, there are a considerable number in the central urban area of Bristol, but the majority of these would be considered chain-type venues. The main ones

¹² <http://www.statistics.gov.uk/census2001/pyramids/pages/00hb.asp>



include: Yates Wine Bar, Bar Excellence, All Bar One, Walkabout, and Hog's Head.

It is felt that other pubs and bars such as those indicated above currently need to rely on habitual customers and entertainment-focused trade, with the bulk of revenues being taken on Thursday, Friday and Saturday evenings. These venues often experience slow periods during the day (e.g. early-morning and early afternoon), and are thought to be susceptible to factors such as 'economically-tired' consumers or 'event weariness' due to over-coverage of sports fixtures. Indeed, saturation screening of sports events is thought to be partly responsible for lower levels of stimulation for the pub trade compared to previous years.

Furthermore, the heavy reliance of these venues on drinks promotions and late-night trade at weekends should would make them vulnerable to police 'levies' if proposed legislation for pubs to foot the bill of policing anti-social behaviour is brought into force.

In terms of quality coffee, branded coffee shops such as Starbucks were considered over-priced by the students canvassed and therefore an opportunity has been identified to fulfil a requirement for good quality coffee consumption at reasonable prices. It is felt that coffee priced somewhere around £2.00 as opposed to £2.50 (and over) that the coffee shop chains such as Starbucks generally charge will have a significant impact on early morning footfall to BarWash.

The laundrettes in Bristol tend to be located in the historically highly residential areas such as Clifton, Redland and Cotham, but there have been no new openings of laundrettes in the centre to accompany the regeneration projects. BarWash will be the first to offer laundrette facilities to the urban centre catchment area, and will also deliver substantial innovation in laundry technology and service provision.

As well as competing through a high quality laundry service, a low cost base and a broad revenue model, the natural economies of scale that the Directors can bring will also allow BarWash to be very competitive on price. Service washes will be priced in line or below the general market, thus allowing scope for promotional statements such as 'The Cheapest Service Wash in Bristol'.

Domestic laundry and ironing services do exist for the Bristol area such as 'Ironing Maids'¹³ ([see Appendix K for profile](#)) which is quite reasonably priced (£9.25 minimum charge for 5lbs of mixed garments including home pick-up and drop-off in specified areas). BarWash would not look to compete directly in this niche from start-up, but could develop a domestic collection and drop-off service at a later stage. Joint-ventures and outsourcing under the BarWash brand name could be alternative ways of competing in this segment.

Finally, in the dry-cleaning market, many centrally located dry-cleaners tend to operate standard opening hours (typically from 08:30 until 18:00) and therefore BarWash would look to promote this service around the key benefit of convenience. This service would be outsourced to a strategic partner due to the complicated nature of the business and also health and safety issues.

In this segment, supermarkets are beginning to offer dry-cleaning drop-off and collection points. There is convenience for customers who use them on account of their late opening hours and because it allows them to do grocery shopping simultaneously; however these tend to be located in out-of-town shopping centres as opposed to city-centres and therefore would not be considered a direct competitor.

In summary, the main competitive advantages for Barwash are considered to be:

¹³ www.ironingmaids.co.uk



- Innovative nature of the concept that is expected to fulfil a current market need.
- Breadth of the revenue model (i.e. the ability to supply multiple high-margin consumables and services within a single complex).
- Economies of scale (particularly for 'Wet' and 'Dry' sales due to bulk buying from suppliers distributing to other bars managed by The Endless Pleasure Group).

Furthermore, the value-perception of BarWash would be expected to be increased by:

- State of the art laundry facilities for washing and drying clothes.
- Additional value-added laundry services such as ironing, service washes, and a dry-cleaning drop-off and collection point in a central location.
- Attractive early and late opening hours compared to other establishments.
- Reduced priced alcoholic drinks.
- Food and snacks with healthy eating options.
- Reduced wireless internet access compared to other centrally-located outlets.
- An atmosphere of 'fun' and 'convenience' generating a comfortable environment for relaxing, meeting people, enjoyment, and being productive.

Revenues are expected to be continuous during opening hours, from coffee and breakfast servings with early laundry drop-offs, moving on to lunchtime food, with entertainment-linked wet sales increasing towards the evening. Thus, hourly revenue-take and running costs for BarWash should therefore be more competitive than for other establishments.

The broad spread of services offered by BarWash will allow it to operate in a number of different markets, in addition to being a sole player in certain markets on account of its location and innovative value-proposition.

3.5 Future Ambitions and Concept Development

Assuming that BarWash can demonstrate some degree of success and defined profitability levels, clearly there is potential for the concept to be applied to suitable properties (freehold or leasehold) located close to attractive catchment areas for students, key workers, and young professionals in many other urban centres, and areas with sizeable student populations.

The most obvious opportunities for expansion on the basis of student numbers (combined total from recognised universities) would include cities such as:

City	Students	City	Students
London Central	(84,438)	Liverpool	(45,639)
Manchester	(82,755)	Leicester	(45,273)
Leeds	(51,045)	Nottingham	(44,662)
Birmingham	(50,941)	Edinburgh	(40,317)
Sheffield	(43,390)	Cambridge	(38,607)
London West	(48,717)	Newcastle	(38,231)

These 2003 estimate numbers have been sourced from Link Communication's website¹⁴. Further estimates on major city university enrolment in the UK can be found in [Appendix H](#).

In terms of product and concept development, suggestions for additional services include:

¹⁴ http://www.linkcommunication.co.uk/coverage_location.html



- 'Nail' bar / manicure / make-up section for females.
- Hosting within a gym complex so that laundry can be done while exercising.
- Providing a mail-box service on site ([*see Appendix L for an example from the US*](#)).
- Music / DVD / Videogame retail store or rental service.

However, given the economic profile of the target demographic, it will be important not to detract from a core focus by offering too many additional services as these may not offer any clear benefit in terms of incremental revenues and could potentially only serve to increase overhead costs.



4.0 Marketing and Sales Strategy

BarWash currently enjoys 'First-Mover' status in a new segment within a market that is clearly mature, but also saturated in terms of advertising and promotion. Furthermore, regulations surrounding the marketing and advertising of alcoholic drinks and venues are becoming tighter.

Therefore, having to contend with established formats with large-budget promotional campaigns as well as legislation, it would be unrealistic for BarWash to try to compete on a similar level in terms of promotion. It is more likely that BarWash will benefit greatly from general publicity, which is particularly likely given the originality of the concept in the UK and the apparent demand for this kind of format in university towns and cities.

For certain media where advertising regulations may be strict, BarWash should be able to promote itself by focusing more on the quality of its laundry services, emphasising its convenience as a meeting place for young people. Different messages for alternative media would convey more the relaxation and party image with licenced sales, where the chore of doing laundry is taken away.

4.1 Positioning Statement

The sales strategy of BarWash is to focus on the niche student, key workers, and young professional markets and to build customer loyalty within them. It is expected that the new format that will ensure regular and sizeable levels of foot traffic throughout opening hours to its central urban location, thus allowing the marketing of higher-margin consumables (mainly food and refreshments) to the targeted demographic.

Suitable logos and slogans with language and designs that appeal to a young set will be used to position BarWash amongst the target demographic. Examples of ideas for logos and signage within the premises can be seen in [Appendix M](#).

Potential slogans to support the branding exercise could be:

- "Never get hung out to dry"
- "Strike while the ironing's hot"
- "Don't be pressed for time"

4.2 Market Penetration

Given that BarWash currently possesses 'First-Mover' advantage, in addition to benefiting from a very original and unusual format, entry into the market is not seen as problematic.

The Directors, by nature of their long experience and contacts within the bars, pubs and clubs industry, have close links with both the local and national press and other media. Any promotional campaigns will therefore be extremely focused on the target demographic and may take the form of advertising in student newspapers and magazines, flyers and posters, radio spots, sponsoring of student sports teams, cross-promotions with strategic partners and participation in relevant promotional events (e.g. fresher-week fairs).

In addition to awareness campaigns, the student accommodation in the surrounding catchment area will be targeted in specific marketing exercises. Much of this accommodation is privately owned but the Directors also manage a centrally-located letting service for student accommodation (DIGS), as well other bars frequented by students and young professionals. Therefore high levels of footfall to the locality are expected.



4.3 Marketing & Promotional Strategy

Focusing on the original and unusual format of the BarWash concept, a mix of marketing vehicles will be created to convey presence, image, and message.

- Print Media Advertising- mainly student (but also some local) newspapers, magazines and publications.
- Broadcast Media - local radio and special interest shows.
- Hotel Guides - especially budget hotels, bed & breakfasts, youth hostels.
- Direct Mail - subscriber lists, letterbox drops and flyers to student accommodation.
- Website - creation of a professional web-site registered on leading search-engines.
- Sponsorship - of local sports events (particularly student teams).
- Newsletter - BarWash could produce its own newsletter aimed at students.
- Miscellaneous - Yellow Pages, travel and tourism guides.

A public relations firm will be retained to create special events and solicit print and broadcast coverage, especially at start-up. This could be a local firm or a specialist agency such as Link Communication (further details in 4.2.2).

The marketing effort will be split into 4 phases;

- 1) **Launch** - An advanced notice (press packet) sent out by the PR firm to all media, and printed adverts in key places. The budget for opening and launch is £15,000.
- 2) **Ongoing** - A flexible campaign (using above media), assessed regularly for effectiveness. A professional website will also be created to inform customers of new developments and promotions. The ongoing budget for marketing, advertising and sponsorship is £1,000 per month.
- 3) **Loyalty Card** - Very effective for generating recurring sales. Normally these are used when there are many competitors in a single market, but the demand for this promotional tool was highlighted by the students in the market research.
- 4) **Point of Sale** - Well-trained staff can increase average spends and enhance the customer's overall experience. Word-of-mouth referrals are important in building a customer base.

4.3.1 Opening Launch Promotion

Due to the Directors close relationship with the local (and some national) press and given the unusual nature of the new format, it is highly likely that substantial (free) publicity will be generated by the launch. Local news coverage is also expected.

Students are expected to heavily support the opening, especially if there are discounts and promotions on consumables (food and drink). In addition, £15,000 has been budgeted for a pre-opening advertising and public relations campaign.

Apart from the obvious discounted promotions on laundry services, drinks and food for the first week, BarWash will offer a free reusable branded laundry bag for each customer. Thereafter, laundry bags will be available for sale at a competitive rate.

Flyers and promotional materials such as a small box of soap powder with the BarWash logo and address could also be distributed ([see Appendix N for examples](#)).



4.3.2 Public Relations & Ongoing Promotional Strategy

4.3.2.1 Public Relations

It may be prudent to appoint a specialist Public Relations and Marketing agent. A potential candidate for this could be Link Communication. Link Communication is the largest ambient media agency in the UK specialising in marketing and research covering 116 universities, and other major colleges ([see Appendix O for website details](#)).

The main high-value services offered by Link Communication include:

- Organisation of promotional teams
- Leaflet distribution
- 'Flyering' teams
- Field marketing staff
- Sampling squads
- Guerrilla campaigns
- Print distribution for all sectors and industries

Link Communication has also established nationwide links and relationships with 116 universities, major colleges, schools, local councils, transport stations and shopping centres. This would be a particularly relevant for national expansion as indicated in the future ambitions for BarWash.

4.3.2.2 Awareness & Campaign Advertising

Specific print and broadcast media advertising campaigns will be decided by the Directors, who have considerable experience in this area due to their existing interests in the bars, pubs and clubs industry.

They will also be responsible for participation in hotel, travel and tourism guides, and sponsorship deals.

Website development and care may be outsourced to a webmaster, and direct mail shots and newsletter writing to the appointed marketing agent.

4.3.2.3 Event & Team Sponsorship

Sponsorship is not always an expensive exercise, especially for student sports teams. This may take the form of free or discounted service washes for sports kit, a free post-match drink, or discounted food.

If the right teams are sponsored these can be particularly effective exercises due to the higher levels of footfall at particular times, but care has to be taken so that the ambience and mix of crowd is managed in order to avoid certain groups or types monopolising the premises.

4.3.2.4 BarWash Newsletter

Furthermore, BarWash could look to produce its own newsletter, with particular emphasis on round-ups of student sports events and teams sponsored, in order to encourage its use as a meeting place away from the



usual student unions based on campus. It will also keep customers informed of new developments and services, in addition to future openings.

4.3.3 Loyalty Card / Pre-Paid / Discount Schemes

Given that most trade is expected to be composed largely of recurring sales, customer loyalty is likely to be highly incentivised.

A cost effective loyalty card mechanism will be sourced, potentially along the lines of barcoded plastic cards, thereby locking-in the customer long-term ([see Appendix P for example](#)).

These may also act as pre-paid debit cards, with a small upfront charge being made for the cost of the card (e.g. £5.00 - £10.00), but then allowing significant claw-back through discounts on facilities and specific promotions.

This type of loyalty scheme would fit well with other promotions currently recognised as market-leaders for the student market such as Snapfax ([see Appendix Q for details](#)).

Furthermore, this will enable construction of a customer database for targeting by post or email, in addition to cross-promotions for complementary products and services.

4.3.4 Point of Sale

Employees will be trained not only in their specific operational duties but in the philosophy and applications of the BarWash concept. They will receive extensive information from the management and will be kept informed of the latest developments and promotions.



5.0 Systems and Controls Summary

5.1 Billing Systems & Inventory Controls

A computerised billing system standardised for the modern-day hospitality industry will be used. This will reduce the risk of potential employee dishonesty and will also be linked to the loyalty / pre-paid card database software, thus avoiding the requirement for numerous cash transactions by regular customers. A system with these characteristics is estimated to cost around £3,500 ([see Appendix R for example](#)).

An independent stock-checking firm for the licensed trade will be used on a monthly basis to match inventory levels to sales.

5.2 Security

CCTV will be installed in the premises for security of customers and staff, and will also act as a deterrent to theft or damage to the property and fittings.

It is not envisaged that door staff will be required on a permanent basis, but these will be contracted for busy periods during evenings and at weekends. These will be sourced from an independent security company currently used by the Directors for their other bars.

5.3 Food Production and Preparation

Emphasis is placed on extensive research into the quality and integrity of consumable products. These will be constantly tested for high standards of freshness and purity.

Food costs and inventory control will be handled by the computer system and checked daily by management.

Some food will be prepared on the premises. The kitchen will be designed for high standards of sanitary efficiency and cleaned daily. Food products will be stored in large coolers in the kitchen area.

Other food products for same day delivery and stocking in BarWash may be prepared in other neighbouring premises managed by the Directors. The same standards of hygiene will be maintained for these consumables.

5.4 Personnel

Employees with substantial experience in hospitality industry will be recruited. These may be sourced from the other bars and clubs that the Directors currently manage. There is a requirement in the plan for one manager and two assistant managers.

Additional on-the job training for specific operational duties will be given where required and this will be imparted by the management.



6.0 Management Summary

The team of Directors consists of mix-experienced managers with vast business experience in the UK licensing (bars, pubs and nightclubs) and property development and management industries.

The team of Directors have known each other for a considerable number of years and are all co-directors of The Endless Pleasure Group ([see Appendix C for corporate brochure](#)), incorporated in March 2002 to acquire a portfolio of bars, clubs and restaurants in central-urban areas nationally. This company, which is part of the Government's Enterprise Investment Scheme (EIS), also owns, or has leasehold interests in, numerous other properties worth in excess of £15 million.

6.1 Team of Directors

6.1.1.1 Finance & Administration Director - Trevor Chastney (RICS)

Trevor joined the Royal Institute of Chartered Surveyors in 1976 and became a fellow in 1986.

He has been a director of various property development companies including Maxim Homes and Beazer Homes.

In 1996, following an extended period overseas, running Beazer's Australian operations, he returned to Bristol and formed his own development company, First Step Homes, in addition to the Endless Pleasure Group.

Trevor is also the company secretary.

6.1.1.2 Development Director - George Wysocki

George is an experienced businessman and has been dealing with Property Development, Building, and Contracting since 1982.

He is also a director of First Step Homes and the Endless Pleasure Company.

6.1.1.3 Co-Operations Director - John Skinner

John has over 28 years experience in leisure retailing, and has maintained over that period an unblemished licensing record in central Bristol. He has held senior positions with major Plc organisations, until forming his own company, the Property and Leisure Group, in 1994.

6.1.1.4 Co-Operations Director - Guiseppe Baio

Guiseppe (Joe) has been involved in the licence trade since 1974. He has owned and managed various bars and restaurants in both Bristol and Bath. These include: Il Buro and Zio in Bath; Chez Mama, Latin Quarters, Branskey's, Tequila Worm, and Maxim's in Bristol.



6.2 Salary Assumptions

No incentives, salaries, or other emoluments have been factored into this business plan for the Directors. Neither are there any provisions for bonus or incentives for staff over and above the basic salary costs.

Depending on the success of the business, it may be agreed with shareholders for extraordinary dividends to be paid once a suitable level of profitability is reached, although these have not been factored into the business model. Cash that figures on the balance sheet is indicated as 'retained at bank' and no assumptions are made as regards best utilisation of this cash.

The total annual salary forecast budgets that follow in the financial plan have been broken down as follows:

Administration (Management) Fee (£100 / week)	£5,200
Manager	£23,000
Assistant Managers (X 2 @ £17,000 each)	£34,000
Bar & Kitchen Staff (X 6 @ £12,500 each)	£75,000
Laundry Staff (X 3 @ £12,500 each)	£37,500
	<u>£174,700</u>

There is a 10% additional provision for holiday (5%) and sickness (5%) benefits that is factored into the plan but does not figure here above as a base salary cost.

Some of these salary costs will be phased in gradually in line with the requirements of the business, with job sharing likely in order to give flexibility to management over staffing levels. Temporary bar staff may be required for peak and seasonal periods but these are assumed as implicit within the salary costs.



7.0 Financial Plan

The model attached currently reflects what is estimated to be a 'Worst Case Scenario'. It is the same model as Scenario 1 in the attached Scenario Plans (Chapter 7.6). It assumes footfall levels of 1,300 customers per week, each spending £9.55 on alcohol and £4.70 in addition to the forecast spends on laundry services, coffee, internet access and merchandising as outlined in the important assumptions that follow.

It is hoped that everything will be challenged in order to predict further assumed 'Best' and 'Worst' case scenarios. Examples of discussion points would include: Rationalising all turnover and costs, aligning financials with strategy, and cash utilisation.

7.1 Important Assumptions

1. Wet Sales

Wet Sales include all alcoholic, soft, real fruit drinks and restorative / nutritious drinks (hangover cures) sold by the bar, but not coffee and tea (warm drinks) which will be sold by the coffee shop. In these forecasts, an average weekly spend of £9.55 (half the UNITE researched figure of £19.10) is estimated, multiplied by an estimated level of foot traffic of 1,000 customers/week (143/day) to give expenditure on alcoholic drinks. 15% of this figure is added on for soft drinks sales, 2% for real fruit juices, and 1% for nutritious drinks.

2. Dry Sales

Dry Sales include all pizza, sandwiches & panini, soups, salads, and snacks (chips, crisps, nuts). Cakes and pastries sold by the coffee shop are not included in the calculations for dry sales. In these forecasts, an average weekly spend of £4.70 (half the UNITE researched figure of £9.40) is estimated, multiplied by an estimated level of foot traffic of 1,000 customers/week (143/day) to give expenditure on food products. The expenditure is spread across the 5 categories, with a third accounted for on pizza, a third on sandwiches & panini, and the final third on soups, salads and snacks.

3. Coffee Shop Sales

Sales are estimated as 75 coffees at £2.00 each and 50 food items (croissants, cakes, and pastries) at £2.00 sold on a daily basis. There are not many dedicated coffee shops (either for take away or in-house consumption) and the nearest ones are located at the top of Park Street, some 500 metres away. For this reason a lot of early morning trade is expected as young professionals working in the surrounding area may want to grab a coffee as they drop off laundry or dry-cleaning before work.

4. Sales from Laundry and Laundry Services

For Laundry-based sales the following is forecast per month: 600 service washes at an average price of £8.00 per wash; 600 'self-service' washes at an average price of £4.53 per wash; 600 items of clothing ironed per month at £1.00 per item; 300 items of dry cleaning at an average price of £6.00; and 600 sachets / boxes of soap & conditioner sold at an average price of £0.60. A 55% mark-up on dry cleaning and soaps & conditioner is assumed.

5. Merchandising Sales

Sales from merchandising, particularly laundry bags, are forecast at 35 items per week. The



standard sale price of any merchandising item is forecast at £3.00.

6. Sales from Wireless Internet Provision

450 hours of wireless internet access per month at a price of £1.50 per hour has been forecast in the plan (current competitive prices are around £5.00 per hour). No assumptions have been made regarding revenue from terminals access as these may be combined internet & pay phones (BT-style).

7. Sales (Other)

Entry charges will not be levied as standard, but there may be a small charge for entry after 23.00 on Friday and Saturday nights. Hire charges for parties will be made. In total these revenues are budgeted at £100 per month.

8. Sales Discounts (Loyalty Card & Promotions)

Sales discounts through loyalty schemes and promotions are estimated at 1% of revenues.

9. Seasonality

Seasonality factors are built into the model in order to take into account of students returning to their home over holiday periods. A normal month such as September is given a revenue multiplication factor of '1', with stronger months such as October (students begin their courses and have more money) and June (students celebrate finishing their exams) are given a factor higher than '1' (in the model '1.8' and '1.2') and weaker months such as February given factors lower than '1' (in the model '0.7').

10. VAT

For ease of calculations, no Value Added Tax considerations have been built into the model. VAT is assumed to be implicit in the cost of sales.

11. Cost of Sales - Margins on Wet, Dry, Coffee Shop, and Merchandising Sales

The mark-up on consumables is as follows: Wet Sales (alcohol and soft drinks) 70%, Coffee Shop 30% (to allow for profit share), and 55% from Dry Sales (Food) and Merchandising.

12. Cost of Sales - Laundry and Internet

The cost-base estimates for Laundry are difficult due to the difficulty of calculating the cost of sale. The main proportion of these costs is covered in Equipment Asset Financing for the industrial washing and drying machines. An extra £300 per month has been budgeted for higher electricity and water consumption in addition to the standard utilities rates.

Wireless internet provision has a fixed cost of around £150 per month and therefore margins are impossible to calculate.

13. Personnel

The annual salaries bill in from start-up is estimated to be £174,700 (See Chapter 6.2 for details). The BarWash manager is budgeted to receive £23,000 a year and there will be 2 assistant managers on an annual salary of £17,000 each. There will be 6 full-time bar and kitchen staff (or equivalent of in part-time), and 3 full-time staff in the laundry, all of which will earn £6.00 per hour (£12,500 per year). Added to these costs are an extra 5% provision for holiday costs and 5% for sickness benefit.



14. Rent and Rates

Rent is assumed at £60,000 on an annual basis with council rates of approximately £24,000. There is assumed to be a rent 'holiday' for two months following commencement of trading, in line with standard property leasing practices. Maintenance and small repairs are budgeted for at around £100 per month.

15. Utilities

Gas, water and electricity bills are estimated at £1,350 per month (this includes provisions for high consumption of water and electricity for laundrette operations).

16. Management Fees

A management / administration fee is charged to BarWash by the Directors for costs incurred in payroll and invoice payments.

17. Depreciation

Straight Line Depreciation is used throughout, based on a useful life of 5 years for Fit-Out, Fixed Assets and Start-Up Costs.

18. Start-up Costs

The budget for £380,000 covers: Fit-Out (£300,000), Legal & Insurance (£5,000), Marketing & Launch (£15,000), Inventory (£30,000), and Working Capital & Sundry (£30,000).

19. Marketing, Advertising & Sponsorship

Other than a £15,000 provision for the opening and launch from start-up costs, this is estimated ongoing at £1,000 per month.

20. Other costs

From start-up, these monthly costs have been estimated as: Communications - £100; Office Costs & Equipment - £100; Entertainment - £430; Bank & Card Charges - £100; Legal & Audit (inc. Copyright) - £100; Insurance - £583; Cleaning - £1538; Newspapers & Magazines - £150; Sky & Cable - £344; Transport & Deliveries - £645; Security - £1,075; Stock Check - £215; Rates, Maintenance & Taxes £1,346; and Sundry Operating Costs £860.

21. Equipment Asset Financing

Equipment Asset Financing is budgeted at £1,935 per month, based on an estimated leasing cost for 15-20 heavy-duty industrial laundry machines (washers & driers).

22. Interest on Cash Balances

Paid to third parties at 10%, and received on surplus cash 2%.

23. Inflation

This is calculated as 2% yearly on sales, staff costs, and all relevant expenses.

24. Tax

Tax is assumed as paid in January as a year-end payment. Tax is calculated as a flat rate of



20% of profits net of losses carried forward.

25. Cash Flow

Due to the immediate cash / card payment nature of the business, all purchases and cash receipts are taken as paid and received in the same month of occurrence.

26. Fixed Assets

Fixtures & Fittings have been included in the plan for Year 1 at £85,000 and Billing & Loyalty Card Systems at £10,000.

27. Stocks (Inventory)

Initial Inventory is £30,000. This is increased by 20% of the material cost of sales from the previous month.

28. Cumulative Profits

These are assumed to be retained.

29. IRR

An Internal Rate of Return (IRR) of between 30% and 35% has been calculated against Cumulative Post-Tax Net Profits after 5 years (see Chapter 7.6)

30. Further Assumptions / Considerations

- i) No bad debts are assumed due to the immediate cash / card payment nature of the business.
- ii) The balance sheet assumes no trade credit.
- iii) It has also been assumed that all financing will be done by equity and no bank debt, except asset-financing for heavy-duty industrial laundry washing and drying machines.
- iv) The balance sheet indicates a large amount of cash at bank from Year 2. No assumptions have been made regarding the use of this cash.

7.2 Breakeven Points

Revenues of around £970,000 (on a two-thirds alcohol, one third food split) would be required in order to achieve breakeven in Year 2. This calculation assumes zero expenditure on laundry, coffee, internet, or any other consumables.

This figure takes into account 2% inflation for all sales prices, wages and costs.

In terms of customers and average expenditure per consumer, on a weekly basis this would equate to 1,300 customers spending an average of £14.31 per week, with £9.54 being spent on alcohol and £4.77 on food.

Alternatively, 750 customers would need to spend £24.80 on a weekly basis (£16.53 on alcohol and £8.27 on food), or 1,500 customers would need to spend £12.41 each per week (£8.27 on alcohol and £4.14 on food).



7.3 Projected Profit & Loss

The pro-forma Profit & Loss statement below displays the P&L on an annual basis (£'000s) for the 5 years following start-up ([see Appendix S for 5-year detailed version](#)).

BARWASH FINANCIAL PROJECTIONS PRO-FORMA 5 YEAR PROFIT & LOSS FORECAST						
	YEAR 1 £'000	YEAR 2 £'000	YEAR 3 £'000	YEAR 4 £'000	YEAR 5 £'000	Total £'000
TURNOVER						
Wet Sales	340	771	786	802	818	3,518
Dry Sales	140	318	325	331	338	1,453
Coffee Shop	41	92	94	96	97	419
Laundry	56	126	128	131	134	574
Merchandising	2	6	6	6	6	25
Internet	4	8	8	9	9	38
Other	1	1	1	1	1	6
Discounts (Loyalty card)	(6)	(13)	(13)	(14)	(14)	(60)
	577	1,309	1,335	1,362	1,389	5,972
COST OF SALES						
Wet Sales	200	454	463	472	481	2,069
Dry Sales	91	205	210	214	218	937
Coffee Shop	31	71	72	73	75	322
Other	10	22	23	23	24	102
Stock Adjustment	(66)	(150)	(153)	(156)	(160)	(686)
	265	602	614	626	638	2,745
GROSS PROFIT	312	707	721	736	750	3,227
Gross Profit Margin (%)	54.0%	54.0%	54.0%	54.0%	54.0%	54.0%
OVERHEADS						
Personnel / Wages	62	190	194	198	202	846
Rent, Rates & Utilities	32	103	105	108	110	458
Communications / Phone	0	1	1	1	1	5
Office & Office Equipment	0	1	1	1	1	3
Entertainment	2	5	5	5	6	23
Bank & Card Charges	0	1	1	1	1	5
Marketing, Advertising & Sponsorship	4	12	12	13	13	54
Legal & Audit inc. Copyright	0	1	1	1	1	5
Insurance	2	7	7	7	8	32
Cleaning	2	7	7	7	7	29
Newspapers / Magazines	1	2	2	2	2	8
Sky / Cable / Other	1	4	4	4	4	19
Transport & Deliveries	2	0	7	7	7	23
Security	4	13	13	14	14	59
Stock-Check	1	3	3	3	3	12
Equipment Asset Financing	8	24	24	25	25	105
Management / Admin Fee	2	5	5	5	6	23
Sundry operating Costs	3	11	11	11	11	47
Depreciation	46	95	95	95	95	426
	173	492	500	508	516	2,190
OPERATING PROFIT	139	215	221	228	234	1,037
Operating Profit Margin (%)	24.0%	16.4%	16.6%	16.7%	16.9%	17.4%
INTEREST (PAID) / RECEIVED	4	5	11	17	23	59
NET PROFIT	142	221	232	244	257	1,096
TAX ON PROFITS @ 20%	(28)	(44)	(46)	(49)	(51)	(219)
DIVIDENDS	-	-	-	-	-	-
CUMULATIVE	114	290	476	672	877	2,429



7.4 Projected Cash Flow

The pro-forma Profit & Loss statement below displays the P&L on an annual basis (£'000s) for the 5 years following start-up.

Assuming the start-up funding requirements are met, the company should be self-sufficient by the second month of operation ([see Appendix S for 5-year detailed version](#)).

The business plan does not reflect any special payment terms and it assumes all payments are made when due.

BARWASH FINANCIAL PROJECTIONS PRO-FORMA 5 YEAR CASHFLOW FORECAST

	YEAR 1 £'000	YEAR 2 £'000	YEAR 3 £'000	YEAR 4 £'000	YEAR 5 £'000	Total £'000
RECEIPTS						
Invoiced Sales	577	1,309	1,335	1,362	1,389	5,972
Share Issue (Seed Cap)	475	-	-	-	-	475
Bank Interest	4	5	11	17	23	59
	1,056	1,314	1,346	1,378	1,411	6,506
PAYMENTS						
Invoiced Costs	334	749	825	841	858	3,607
Wages	52	158	162	165	168	705
Start-up Costs	380	-	-	-	-	380
Fixed Assets Purchases	95	-	-	-	-	95
PAYE / NI	8	32	32	33	34	138
Tax	-	28	44	46	49	168
VAT	-	-	-	-	-	-
Dividends	-	-	-	-	-	-
	868	1,027	1,063	1,085	1,109	5,152
NET CASH FLOW	188	287	283	293	303	1,354



7.5 Projected Balance Sheet

The pro-forma Balance Sheet below is displayed on an annual basis (£'000s) for the 5 years following start-up.

BARWASH FINANCIAL PROJECTIONS PRO-FORMA 5 YEAR BALANCE SHEET £'000's					
	YEAR 1 £'000	YEAR 2 £'000	YEAR 3 £'000	YEAR 4 £'000	YEAR 5 £'000
FIXED ASSETS					
Intangible Assets	-	-	-	-	-
Investments	-	-	-	-	-
Tangible Assets	-	-	-	-	-
BAR WASH					
Property	-	-	-	-	-
Fixtures & Fittings	85	85	85	85	85
Billing & Loyalty Card Systems	10	10	10	10	10
Leasehold Improvements	-	-	-	-	-
Sundry	-	-	-	-	-
TOTAL BARWASH	95	95	95	95	95
Start-up Costs	380	380	380	380	380
Accumulated Depreciation	(46)	(141)	(236)	(331)	(426)
	429	334	239	144	49
CURRENT ASSETS					
Stocks	20	20	20	21	21
Debtors	-	-	-	-	-
Investments	-	-	-	-	-
Cash At Bank & In-Hand	188	475	758	1,051	1,354
	208	495	779	1,072	1,375
CREDIT DUE WITHIN ONE YEAR					
Taxation	28	44	46	49	51
Creditors	19	20	20	21	21
Accruals & Deferred Income	-	-	-	-	-
	48	64	67	70	72
NET CURRENT ASSETS	160	431	712	1,002	1,303
CREDITORS DUE AFTER ONE YEAR	-	-	-	-	-
	-	-	-	-	-
TOTAL NET ASSETS	589	765	951	1,147	1,352
CAPITAL & RESERVES					
Called-Up Share Capital	475	475	475	475	475
Share Premium Account	-	-	-	-	-
Revaluation Reserve	-	-	-	-	-
Other Reserves	-	-	-	-	-
Profit & Loss Account	114	290	476	672	877
TOTAL CAPITAL & RESERVES	589	765	951	1,147	1,352



7.6 Internal Rate of Return

Based on a discounted cash flow rate of 60% of Cumulative Post-Tax Net Profits, after five years BarWash would deliver an Internal Rate of Return (IRR) of between 30% and 35%.

BARWASH VALUATION - CUMULATIVE NET PROFITS AFTER TAX

	YEAR 1 £'000	YEAR 2 £'000	YEAR 3 £'000	YEAR 4 £'000	YEAR 5 £'000	TOTAL £'000	DCF RATE 60%
Post-Tax Profit	114	176	186	195	205	877	526
Less Funding	(475)	-	-	-	-	(475)	(475)
TOTAL	(361)	176	186	195	205	402	241
35%	(235)	75	51	35	24	(50)	(30)
30%	(253)	86	64	47	35	(21)	(13)
25%	(271)	99	78	62	49	17	10

7.7 Scenario Plans

The following five scenario plans model outcomes by varying average weekly expenditure for alcohol and food expenditure y customers, and / or raising footfall numbers.

7.7.1 Scenario 1 (Average Weekly Spend £14.25, Footfall - 1,300)

Scenario 1 is the model used in the business plan. The model assumes a £14.25 average spend on alcohol (£9.55) and food (£4.70) for 1,300 customers a week in BarWash while maintaining constant all other forecast expenditure (e.g. Coffee, Laundry, etc.).

BARWASH SCENARIO 1

	YEAR 1 £'000	YEAR 2 £'000	YEAR 3 £'000	YEAR 4 £'000	YEAR 5 £'000	Total £'000
Turnover	577	1,309	1,335	1,362	1,389	5,972
Gross Profit	312	707	721	736	750	3,227
Gross Profit Margin (%)	54.0%	54.0%	54.0%	54.0%	54.0%	54.0%
Operating Profit	139	215	221	228	234	1,037
Operating Profit Margin (%)	24.0%	16.4%	16.6%	16.7%	16.9%	17.4%

7.7.2 Scenario 2 (Average Weekly Spend £20.00, Footfall - 1,300)

The model assumes a £20.00 average spend on alcohol (£12.50) and food (£7.50) from 1,300 customers a week, maintaining constant other forecast consumables expenditure.

BARWASH SCENARIO 2

	YEAR 1 £'000	YEAR 2 £'000	YEAR 3 £'000	YEAR 4 £'000	YEAR 5 £'000	Total £'000
Turnover	764	1,732	1,767	1,802	1,838	7,904
Gross Profit	406	921	939	958	977	4,201
Gross Profit Margin (%)	53.2%	53.2%	53.2%	53.2%	53.2%	53.2%
Operating Profit	233	429	439	450	461	2,012
Operating Profit Margin (%)	30.5%	24.8%	24.9%	25.0%	25.1%	25.4%



7.7.3 Scenario 3 (Average Weekly Spend £25.00, Footfall - 1,300)

The model assumes a £25.00 average spend on alcohol (£15.00) and food (£10.00) from 1,300 customers a week, maintaining constant other forecast consumables expenditure.

BARWASH SCENARIO 3

	YEAR 1 £'000	YEAR 2 £'000	YEAR 3 £'000	YEAR 4 £'000	YEAR 5 £'000	Total £'000
Turnover	926	2,100	2,142	2,185	2,228	9,581
Gross Profit	488	1,106	1,128	1,151	1,174	5,046
Gross Profit Margin (%)	52.7%	52.7%	52.7%	52.7%	52.7%	52.7%
Operating Profit	314	614	628	643	657	2,856
Operating Profit Margin (%)	33.9%	29.2%	29.3%	29.4%	29.5%	29.8%

7.7.4 Scenario 4 (Average Weekly Spend £20.00, Footfall - 1,000)

The model assumes a £20.00 average spend on alcohol (£12.50) and food (£7.50) from 1,000 customers a week, maintaining constant other forecast consumables expenditure.

BARWASH SCENARIO 4

	YEAR 1 £'000	YEAR 2 £'000	YEAR 3 £'000	YEAR 4 £'000	YEAR 5 £'000	Total £'000
Turnover	611	1,386	1,413	1,442	1,471	6,323
Gross Profit	328	744	759	774	790	3,396
Gross Profit Margin (%)	53.7%	53.7%	53.7%	53.7%	53.7%	53.7%
Operating Profit	155	252	259	266	274	1,206
Operating Profit Margin (%)	25.3%	18.2%	18.3%	18.5%	18.6%	19.1%

7.7.5 Scenario 5 (Average Weekly Spend £20.00, Footfall - 1,500)

The model assumes a £20.00 average spend on alcohol (£12.50) and food (£7.50) from 1,500 customers a week, maintaining constant other forecast consumables expenditure.

BARWASH SCENARIO 5

	YEAR 1 £'000	YEAR 2 £'000	YEAR 3 £'000	YEAR 4 £'000	YEAR 5 £'000	Total £'000
Turnover	866	1,963	2,003	2,043	2,084	8,959
Gross Profit	458	1,038	1,059	1,080	1,102	4,738
Gross Profit Margin (%)	52.9%	52.9%	52.9%	52.9%	52.9%	52.9%
Operating Profit	285	546	559	572	586	2,549
Operating Profit Margin (%)	32.9%	27.8%	27.9%	28.0%	28.1%	28.4%



8.0 Risk Analysis

A short analysis of the strengths, weaknesses, opportunities and threats (SWOT) of the business is listed below:

8.1 Strengths

- Strong value-proposition of the Barwash concept based on convenience and fun.
- Significant market differentiation and innovative appeal of the concept.
- First-mover for this format in the UK market.
- Technical competence of the team of Directors with their background in bars and clubs management and property development.
- Target market is specialised in terms of demographics and is sufficiently large to sustain the business model.
- Operating cost structure (for example rental value) very competitive and company not forced to compete on price (despite this being part of the value-proposition).
- Market position would be conducive to strategic partnering and/or buyout.
- Directors locked-in through other common business interests.
- Little risk of obsolescence of the service or concept.

8.2 Weaknesses

- Recruitment of specialists (individual or company) in commercial laundrette and coffee shop operations required.
- Seasonality - Bristol has a large student population and many students go away outside of term-time.
- Little or no establishment of the brand.
- The market opportunity is substantially large but premises (spatial factors) will prevent maximum capitalisation on the opportunity.

8.3 Opportunities

- Large market potential of Barwash concept, both locally and nationally.
- Government initiatives (and potentially legislation) may constrict the way in which alcoholic drinks and concepts / themes for licenced pubs and clubs are marketed to young people. This factor, although not factored in the business model, would reduce markets for competitors and increase market share for BarWash.
- Potential for additional revenue streams such as brand merchandising.

8.4 Risks & Threats

- Low barriers to entry.
- Lack of protection for intellectual property other than copyright on brand name.
- Thin capitalization reduces speed of market penetration on a national level.

APPENDICES



APPENDIX A: EXAMPLES OF USA BAR LAUNDROMATS
APPENDIX B: LOCATION MAP
APPENDIX C: PROFILE OF THE ENDLESS PLEASURE GROUP
APPENDIX D: BLANK (REMOVED FROM VERSION 1.0)
APPENDIX E: DRESSMAN SHIRT-IRONING MACHINE BY SIEMENS.....
APPENDIX F: BLANK (REMOVED FROM VERSION 1.0).....
APPENDIX G: MERCHANDISING IDEAS.....
APPENDIX H: UK CITY UNIVERSITY STUDENT POPULATIONS
APPENDIX I: STUDENT ACCOMODATION IN CENTRAL BRISTOL
APPENDIX J: EXTRACT OF UNITE STUDENT LIVING REPORT 2003
APPENDIX K: PROFILE IRONING MAIDS.....
APPENDIX L: PROFILE SERVICE DEVELOPMENT MAILBOX IDEA.....
APPENDIX M: LOGO IDEAS FOR BARWASH.....
APPENDIX N: PROMOTIONAL FLYER IDEA FOR BARWASH.....
APPENDIX O: PROFILE LINK COMMUNICATION
APPENDIX P: LOYALTY CARD SYSTEM EXAMPLE
APPENDIX Q: EXAMPLE OF A STUDENT DISCOUNT SCHEME
APPENDIX R: EXAMPLE OF A BILLING SYSTEM
APPENDIX S: DETAILED PROFIT & LOSS AND CASHFLOW SUMMARY



APPENDIX A: EXAMPLES OF USA BAR LAUNDROMATS

Soap suds, duds and a few rounds of Buds

Chicago bar puts a new spin on laundry night, mixing whites, colors and dating into the same tub

By **Bahar Takhtechian** *The Daily Northwestern*

First it was the discovery of pairing two simple things like peanut butter and grape jelly, then came milk and Oreos, and now, ladies and gentlemen, make way for what could be one of the most brilliant ideas to date: the laundrobar.



It's not every day you see someone walking around the Laundromat with a bottle of Bud Light in one hand and a box of powdered Tide in the other, but at the Saga Launder Bar, located in Lakeview at 3435 N. Southport Ave., this unconventional scenario is more of a reality than a rarity.

The idea behind the Saga Launder Bar is insanely simple yet ridiculously ingenious. The Laundromat/bar combo provides a place for patrons to get their wash and drink on at the same time. Instead of reading the same magazine article over and over while waiting for a load to finish, customers can walk through a glass door leading to the adjoining Newport Bar and Grill and attempt to turn a dreaded laundry night into a diversion.



Good, clean fun >> The Saga Launder Bar offers the laundry-laden a sociable solace from their detergent woes. (Jeff Donoghue >> nyou)

Inside, some customers gather around the bar for smokes and drinks while others chow down on burgers and fries in the restaurant's main seating area. Those who can't afford a drink or appetizer because they've spent the very last of their quarters on their most recent wash can play billiards, throw darts or watch basketball on one of the three wide-screen televisions at the bar.

 [Email this story](#)
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"Besides the food being fairly good, it is also a pretty good place to watch sporting events," Joe Gisondi, a Wrigleyville resident, said. "I've come here a couple of times to get my laundry done because I knew I could get some food and watch a game at the same time."

Customers can choose a variety of all-American eats from a menu offering everything from brunch options like pancakes and omelettes to hearty sandwiches and pizza, all priced between \$8-\$15. Beer generally runs at \$3.25 a bottle, \$3.75 for more high-end varieties, and the bar also offers several brews on tap.

The Launder Bar boasts a super-casual atmosphere where many customers are humbly dressed in their most comfy sweats and cotton T-shirts. According to Chicago resident Anne Marie Kneebone, the Launder Bar provides patrons an opportunity to unwind in the comfortable confines of a neighborhood bar.

"The incentive to come to a place like this is that I can come home from work, put a load of laundry in and eat dinner while it's washing without feeling like I'm wasting lots of time," she said. And with access to 60 washers and 56 dryers, most customers say they appreciate the speedy machines and clean facilities.

"Coming here is fun, convenient and efficient," Kneebone said. "We have our own machines at the apartment complex that I live in, but I still choose this place."

While the establishment isn't as swanky and hip as one might imagine it to be, it serves its purpose well. The Laundromat's practical setting is clean and spacious enough for the serious launderer or laundress yet recreational enough to provide an enjoyable atmosphere for more lax customers to kick back and enjoy a drink after sorting whites from their colors.

According to bartender Julie Lopez, who has been working behind the bar for the past six years, the Laundromat/bar combination is home to a lot of regulars.

"I know most of the faces here. They come and drink and eat to kill time while they're waiting for their laundry," Lopez said. "It's a very laid-back scene."

Despite the stereotype of Laundromats as a perfect place for singles to meet, some, like Greg Delossantos of Wrigleyville, find that the expansive size and set-up of the Saga Launder Bar inhibits cozy exchanges between eager singles looking to wash up a weekend date.

"In the back of my head, I thought that this would be a pretty good place to meet single women, but I've never really had much luck," he said. "I think a lot of people either come as couples or just come, take care of business and leave."

But not all are skeptical. According to Belmont resident Matthew Sutter, having the bar just steps away makes it convenient to offer single women a dinner or a drink or dinner without seeming overly brash.

"It's not something that happens all the time, but if someone catches your eye you can invite them to share a drink with you while you're both waiting for your load to finish," he said. "It's the perfect set-up if the timing and the company is right."

Many agree Saga Launder Bar's appeal relies on its being a laundromat with a bar, but some come with one thing on their minds: laundry.

"I just come here for the purpose of washing clothes, nothing else," said Delossantos, who came equipped with his own bottled beers, pizza and reading material.

However, according to Launder Bar manager Gloria Aiello, curious out-of-towners who have heard about the place will stop to check out the scene and wash up.

"We sometimes have out-of state visitors Ñ mostly professionals who don't want to do their own laundry come drop off a load and take a quick look at the place while they're here," she said.

Teaming up a Laundromat and bar seems like the perfect business venture for any college campus, and perhaps Evanston entrepreneurs should take note.

So, a tourist looking for a laundromat walks into a bar ...

It's not a new idea, but it's new to Hawaii, according to Nash Megji. The chef-owner of Fox and Hounds Pub and Grub in Waikiki and Kahala has opened Pub and Suds, a combination laundromat and tavern next to his Waikiki location. The laundry-bar and laundry-coffee house combo is popular in mainland college towns, where students can simultaneously do laundry and study. Or not.



DEAN SENSUI / DSSENSUI@STARBULLETIN.COM

Nash and Krissie Megji work together to load a washing machine in their laundromat/bar, Pub and Suds, in Discovery Bay.

Fox and Hounds and Pub and Suds have separate entrances but are connected inside.

"I was expecting more people from the harbor to come over," Megji said, as the Waikiki location is across from the Hawaii Yacht Club, but his Pub and Suds customers are primarily visitors. By advertising the new way to multitask in Oahu Concierge magazine, Megji has also drawn a new customer base into the established restaurant and pub.

"They come over with enough clothes for three or four days but it's too hot. They're changing clothes twice a day and running out of clothes," he said. So, tourists stop by,

do a load or two, take a load off for a meal and beverage at Fox and Hounds, and they can make their neighbor island jaunt with a suitcase full of clean clothes, Megji said.

Pub and Suds offers three washers, three dryers and a full-service bar, which operates only on the weekends "so it doesn't take away from the other side," he said. During the week, people go back and forth. There are 22 televisions on the Fox and Hounds side and three on the Pub and Suds side, which also offers video games, a dartboard, a jukebox, "and we give free soap because you know, especially for tourists, they don't want to be buying laundry soap." Rates are \$1 for washing and \$1 for drying, which Megji says is usually enough to complete the task.

Not everyone gets off that cheaply, like one of Megji's yacht club friends who told him, "It always costs me \$45." He has lunch and a few drinks and he goes home with clean clothes, "but it's the best time he has doing his laundry," Megji laughed.

Out-of-towners are referred to Pub and Suds by readers of Oahu Concierge, a monthly hospitality industry magazine published by Pam Davis. Megji's first advertisement appeared in the February issue.

The magazine goes to concierges and other front of the house hotel employees who are likely to be asked, "Where can I ... ?" Davis said. Hilton Hawaiian Village receives 160 copies each month, for example.

"He told me he's getting a lot (of visitors) from Hilton Hawaiian Village and the Hawaii Prince, because of the location," she said.

Megji hired one employee to keep tabs on the laundry side but will hire more if he expands it into a so-called "fluff and fold," where customers drop off laundry to be done for them. He would guarantee no pink BVDs, unless they came in that way.

Pub and Suds' hours are the same as Fox and Hounds', which opens for breakfast at 7 a.m. Both close at 2 a.m., after last call and one last dewrinkle cycle.

The Saga of Laundry and Beer

Sam and Gloria Aiello knew that a laundromat/bar combination was the perfect business for them — long before they ever purchased one.

“Sam always wanted to own a laundromat-bar,” explained Gloria. “He had the concept about 20 years ago. Then we saw it in the paper and went to take a look and said, ‘this is IT!’”

The “IT” that Gloria refers to is Saga Laundromat and Bar, located in the Wrigley Field area of Chicago. The Aiellos bought Saga in 1992, but the store had been thriving under other ownership since 1988. The couple had previously owned a restaurant and a bar, but never a coin laundry.

Gloria says that neither of the two businesses is more successful than the other. Cross-customers, she says, are Saga’s majority.

“The two kind of play off of each other,” she explained. “Most of our coin-op customers go to the bar area, and a lot of bar customers find out that there’s a laundromat attached and start bringing their stuff here.

The Aiellos always promote the two businesses together, mailing coupons for half-price drinks and free washes on the same flyer.

The laundry section of Saga consists of 65 washers (a combination of topload and frontload) and 56 dryers. The bar is full-service, serving food, beer, wine and liquor. The two areas are separated by a glass door.

The biggest problem that the Aiellos have run into is when customers start their wash, go have a drink (or two or three)... and forget about their clothes.

“It happens every single day,” said Gloria. “We have a ‘lost and found’ and we keep everything for 30 days and then we give it to charity. But a lot of people come back later, or call us and ask us to hold on to the clothes. They say they had too many cocktails and forgot all about it.”

The coin laundry/bar combination business is what some consider doubly risky — not only are you dealing with the delicate matter of people’s dirty laundry, but also the intense nature of the bar and restaurant business. How does Saga continue to succeed?

“I think we work for a couple of reasons,” Gloria surmised. “First, from what I’ve seen of other places similar to this, they allowed the food and drinks to be brought *into* the laundromat. We don’t allow any food or drink in the laundromat. [Eating and drinking in the laundry] presents a huge problem with laundromat customers. They don’t want that stuff all over the tables.

“Another reason it works is because the bar caters to the sports. We’re right near Wrigley Field, and we have a lot of young, career-minded people in this neighborhood. They love to sit and watch the sports and do their laundry at the same time.”

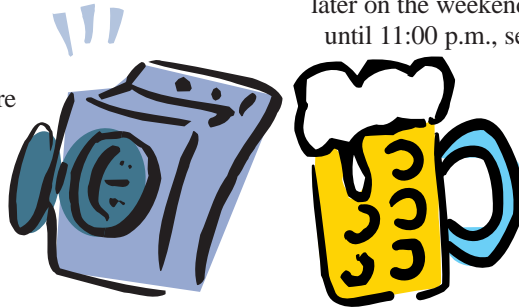
PROFIT CENTER



“You need the right demographic and the right management. You can’t let the two businesses cross over into one another too much. I found that to be a problem in a couple of similar businesses that Sam and I saw in the past years. The laundromat was disgustingly filthy from the eating and the drinking.”

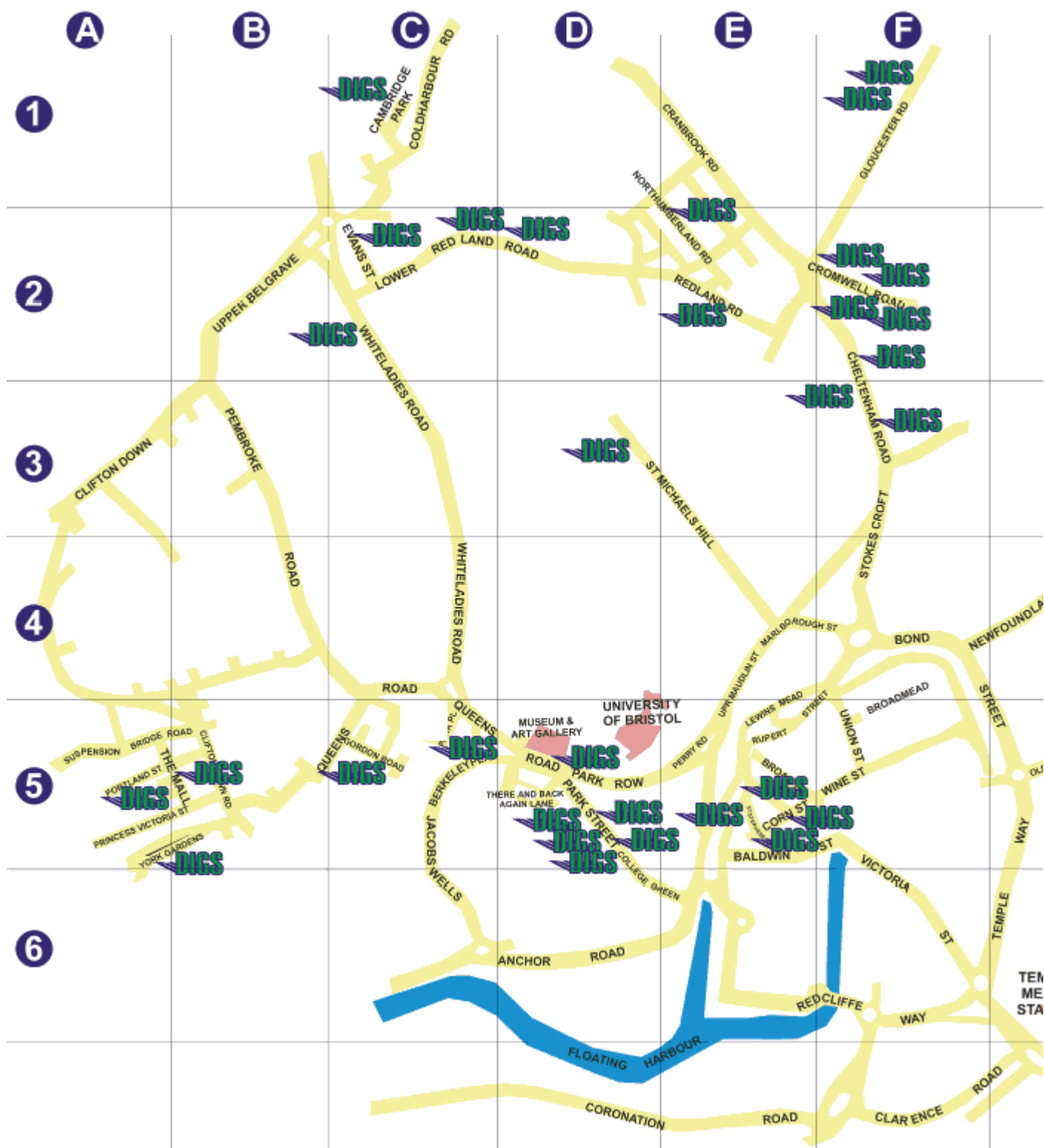
The Aiellos also keep their employees separate from one another, with both laundry employees and bar employees. Someone is on duty in both areas the whole time Saga is open. The bar is open from 11:00 a.m. until 2:00 a.m. weekdays, and 9:00 a.m. until 3:00 a.m. on weekends (the liquor license allows the bar to stay open an hour later on the weekends). The laundry is open from 7:00 a.m. until 11:00 p.m., seven days a week. Gloria says that the demographics of the neighborhood don’t demand late-night hours for the laundry portion of the business.

“We don’t get too many people who want to do their laundry at 11:00 at night,” she said. “Of course, there are plenty who want to do it 10 minutes before...”





APPENDIX B: LOCATION MAP



Student accommodation in Bristol



Site by [FUTUR - Web Designs](http://www.futur.co.uk) E-mail webmaster:info@futur.co.uk



APPENDIX C: PROFILE OF THE ENDLESS PLEASURE GROUP

The Venues

Bar Pam Pam, Queens Avenue, Clifton, Bristol

Situated just off Whiteladies Road, the lease on this bar restaurant was assigned from Davy & Co in November 2002. The bar was closed down on 1st January 2003, completely refurbished and reopened in mid February as Bar Pam Pam. Since that time the bar has traded very successfully and become Bristol's premier late night venue.

Bar Latino, St. Stephens Street, Bristol

Acquired from day one as a trading late night cellar bar in Bristol's City Centre, Bar Latino made a good contribution to the company's profitability during its setting up period and was sold in May 2003 to private operators.

Zee Bar, Whiteladies Road, Clifton, Bristol

Formerly Boom Bar, this lease was assigned from the failing Po Na Na Group in November 2002. Situated on Whiteladies Road, Zee Bar, after a minor refit, prior to Christmas 2002, has become a popular venue for younger clientele.

The Hatchet, Frogmore Street, Bristol

Situated in the heart of the City, The Hatchet has become a very popular lunchtime and late night venue, serving traditional food and catering in the evenings for a full cross section of clientele who enjoy a variety of entertainment until 2:00 am most evenings.

58 Baldwin Street, Bristol

This freehold property, formerly BJ's Liquor Emporium, was acquired from The Unique Pub Company in September 2002. The property has subsequently been fully refurbished, leased to O'Briens Sandwich Bar, a national chain, and the freehold sold to a private pension fund.

13/15 King Street, Bristol

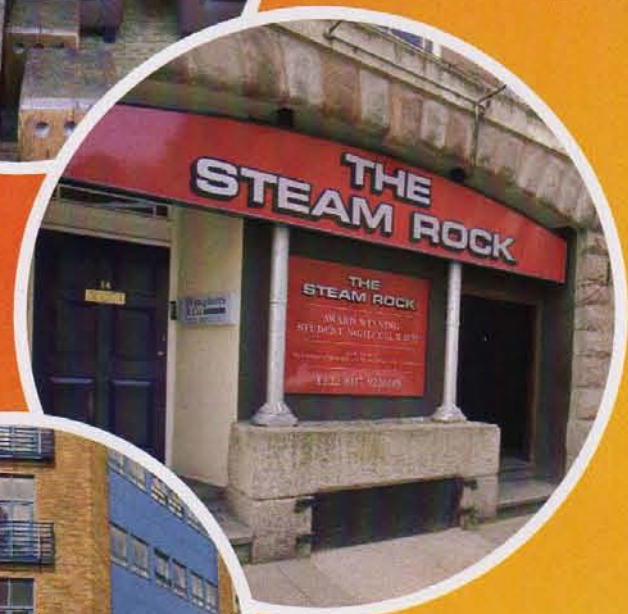
The ground floor of this property is currently trading as Steam Rock, a late night student venue, however plans are already in place to refurbish both the ground floor and basement and open up two new bars. Works are scheduled to be finished by late 2004.

46/48 Queen Charlotte Street, Bristol

Formerly a Brains Bar Essential, this property was acquired in April 2004, closed for refurbishment and re-branded as a Zee Bar and Grill. Opening September 2004.

6 Denmark Street, Bristol

Acquired from a Group company, this will be a new concept bar/laundrette outlet, located in the centre of Bristol. Opening late 2004.





APPENDIX D: BLANK (REMOVED FROM VERSION 1.0)



APPENDIX E: DRESSMAN SHIRT-IRONING MACHINE BY SIEMENS.....

A shirt-ironing machine from Siemens

Research shows it takes the average person eight minutes to iron the average shirt according to Seimens, the makers of the Dressman, the world's latest attempt at building a machine to iron shirts.

For those busy professionals amongst us, that represents a saving of at least 40 minutes a week, not to mention the opportunity to avoid one of man's least favourite chores (again according to research from Siemens).

The 'dressmann' irons completely on its own and has a number of other attributes which make it worthwhile - it can 'freshen up' jackets that have not been worn for a while, and can actually dry a freshly washed blouse.

To operate the 'dressman', you pull the spun-dry shirt over the dummy where it is then clamped and smoothed out. You then select the right ironing program and it's away. Hot air flows through the dummy which inflates during the procedure. There are twelve programmes to enable exact setting of the time required so that every shirt is reliably dried and smooth. At the end of the procedure, which lasts approximately six and a half minutes, cold air is applied to set the job done. The shirt ironing appliance is suitable for shirts and blouses of silk, viscose, cotton, linen, flannel and all other non-stretch materials.

One of the major advantages of the 'dressman' is that it is very gentle with the laundry. In comparison with the classic iron and it's hot temperatures, the dressman's low temperatures apply less stress to the fabric, buttons remain where they should be and shiny spots and ironing disasters are a thing of the past.

Siemens has calculated the running costs of the 'dressman' at approximately. EU'0.05 (AUD\$0.08) for each shirt, and with no chemicals, the appliance is also eco-friendly.

The Dressman is suitable for all shirts sizes from 35 to 50 (XS to 4XL) and blouses of sizes 38 to 52 (S to XXL). It compacts to a space of 45 x 36.5 x 119 cm for easy storage, and weighs 28 kg. The cost is more than an iron, but less than an ironing lady: EU' 1.029,00 (AUD \$1689).

Oh, and it's only available in Germany at this time.



[Click image to enlarge](#)

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APPENDIX G: MERCHANDISING IDEAS.....



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Select Price

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Watches & Electronics

Desk Items

Leather Goods

Crystal & Glassware

Writing Instruments

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Practical Gifts

Promotional Clothing

Diaries & Calendars

Information

Personalisation Methods

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:: :: :: :: Promotional Clothing :: :: :: ::

				
1059 add	1060 add	1061 add	1062 add	1072 add
Jerzees Full Zip Arctic Fleece	Fruit Of The Loom Sleeveless Fleece	Regatta Sigma Symmetry Fleece	Regatta Citadel LI Reversible Fleece	Kustom Kit Pinpoint Oxford Shirt
				
1073 add	1081 add	1082 add	1084 add	1094 add
Kustom Kit Pinpoint Oxford Blouse	Gildan Childrens Heavyweight Ultra T	Fruit Of The Loom Full Zip Fleece	Gildan Heavyweight Ultra Blend Sweatshirt	Fruit Of The Loom Zip Through Hooded Sweatshirt
				
1132 add	1133 add	1134 add	1135 add	1137 add
Kustom Kit Hunky Superior T	Kustom Kit Ladies Huggy Fit	Jts Cap Sleeve Shirt	Fruit Of The Loom Super Premium T	Gildan Contrast Pique Polo
				
1139 add	1140 add	1141 add	1143 add	1144 add
Fruit Of The Loom Pique Polo	Gildan Heavy T	Fruit Of The Loom Valueweight T Shirt	Fruit Of The Loom Premium Tipped Polo	Fruit Of The Loom Heavy Polo

Records 1 to 20 of 94

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APPENDIX H: UK CITY UNIVERSITY STUDENT POPULATIONS



1.3 COVERAGE

[>National Coverage](#) [>Locations](#) [>Contact](#) [>Quote](#)

Locations

London Central

Student Population

City Uni - 15218
Goldsmiths College - 7328
Imperial College of Science Technology
and Medicine - 10110
King's College - 17817
Guildhall Uni - 13544
University of Westminster - 20421
City Total - 84438

Manchester

Student Population

University of Manchester - 24782
UMIST - 6785
Manchester Metropolitan University -
30793
University of Salford - 20395
City Total - 82755

Leeds

Student Population

University of Leeds - 26090
Trinity and All Saints College - 2411
Leeds Metropolitan University - 22544
City Total - 51045

Birmingham

Student Population

Aston University - 6384
University of Birmingham - 23608
University of Central England - 20949
City Total - 50941

Sheffield

Student Population

University of Sheffield - 26348
Sheffield Hallam University - 23042

Preston

Student Population

University of Central Lancashire - 23834
City Total - 23834

Stoke-on-Trent

Student Population

Keele University - 10108
Staffordshire University - 13618
City Total - 23726

Strathclyde

Student Population

University of Strathclyde - 23721
City Total - 23721

Belfast

Student Population

Queen's University - 23085
City Total - 23085

Wolverhampton

Student Population

University of Wolverhampton - 22607
City Total - 22607

Dundee

Student Population

University of Abertay - 3975
University of Dundee - 11439
St. Andrew's University - 6015
City Total - 21429

Teeside

Student Population

University of Teeside - 11699
City Total - 11699

Bath

Student Population

University of Bath - 8681
Bath Spa University - 3365
City Total - 12046

Bradford

Student Population

University of Bradford - 11666
City Total - 11666

Exeter

Student Population

University of Exeter - 11622
City Total - 11622

Lancaster

Student Population

Lancaster University - 11117
City Total - 11117

Northampton

Student Population

University College of Northampton -
10929
City Total - 10929

Aberystwyth

City Total - 49390

London West

Student Population

Brunel University - 13572
Kingston University- 14704
Thames Valley University - 17642
St Mary and Westfield - 2799
City Total - 48717

Liverpool

Student Population

University of Liverpool - 19600
Liverpool Hope - 5295
John Moore's University - 20744
City Total - 45639

Leceister

Student Population

De Montford University - 28451
University of Leicester - 16822
City Total - 45273

Nottingham

Student Population

University of Nottingham - 22525
Nottingham Trent University - 22137
City Total - 44662

Bristol

Student Population

University of Bristol - 18454
University of West England- 23457
City Total - 41911

Edinburgh

Student Population

University of Edinburgh - 22212
Herriot Watt University - 7185
Napier University - 20949
City Total - 40317

Cambridge

Student Population

Anglia Polytechnic University - 18730
Cambridge University - 19877
City Total - 38607

Newcastle

Student Population

University of Newcastle-upon-Tyne -

Plymouth

Student Population

Plymouth University - 21079
City Total - 21079

Ulster

Student Population

University of Ulster - 19640
City Total - 19640

Portsmouth

Student Population

University of Portsmouth - 19039
City Total - 19039

Warwick

Student Population

University of Warwick - 17315
City Total - 17315

Wolverhampton

Student Population

University of Wolverhampton- 22607
City Total - 22607

Swansea

Student Population

University of Wales @ Swansea - 12416
Swansea Institute of H.E. - 4801
City Total - 17217

Glamorgan

Student Population

University of Wales, Glamorgan - 16709
City Total - 16709

Huddersfield

Student Population

University of Huddersfield - 16033
City Total - 16033

Coventry

Student Population

Coventry University - 15948
City Total - 15948

Aberdeen

Student Population

University of Wales - 10871
City Total - 10871

Bournemouth

Student Population

Bournemouth University - 10788
City Total - 10788

Canterbury

Student Population

University of Kent @ Canturbury - 1
City Total - 10593

Bangor

Student Population

University of Wales - 10086
City Total - 10086

Paisley

Student Population

University of Paisley - 9638
City Total - 9638

York

Student Population

University of York - 8367
City Total - 8367

Cheltenham and Gloucester

Student Population

Cheltenham and Gloucester College
8212
City Total - 8212

High Wycombe

Student Population

Buckinghamshire Chilterns Universit
8220
City Total - 8220

Stirling

Student Population

University of Stirling - 7938
City Total - 7938

Newport



APPENDIX I: STUDENT ACCOMODATION IN CENTRAL BRISTOL

Unite Acquires Seven Properties Worth £37 Million on Completion

20/06/2000

The Unite Group plc, the UK's leading specialist provider of student and NHS Trust key worker residential accommodation, has today announced the acquisition of seven properties in Bristol and Portsmouth. On completion of works, these will have an end value of £37 million. These acquisitions increase the Group's portfolio to 44 properties and follow the recent £22 million property purchases in Liverpool.

The Group, which operates across the UK, today also announced that it has already signed a partnership agreement with Bristol University. Unite is also in the final stages of negotiation with University of the West of England, Portsmouth University and City of Bristol College. Students from these colleges will take up residence at the properties once they have been converted into Unite's own brand of high quality student accommodation.

■ Jimmyz Site, Portsmouth

A brownfield site, formerly containing a public house, will be redeveloped to provide a new state of the art student residence providing 312 bed spaces on 14 storeys for students of Portsmouth University. Completion is scheduled for September 2001.

The site is situated close to Portsmouth University's main campus and is also near Chaucer House, Unite's first acquisition in Portsmouth. Chaucer House has already received planning permission to convert the redundant office building into almost 400 new student rooms, featuring en-suite bathrooms, internet access and swipe-card door entry systems. Five ground floor retail units will also be refurbished to let.

■ Nelson, Drake and Trafalgar Houses, Bristol

Three of the properties, the adjoining Nelson, Drake and Trafalgar Houses, which have been previously used as offices, offer a total of 81,000 square foot in the heart of Bristol City Centre. The ground and first floors, which comprise 10,000 square foot, are to be redeveloped for mixed commercial uses while the upper floors are to be converted into 274 bedrooms. An agreement with the University of the West of England is to be confirmed shortly.

The new student residence, to be completed by September 2001, will be built by Unite's construction business, TNG Design and Build, and will be managed, after completion, by Unite fm+, the Group's specialist student facilities management subsidiary.

■ Gaunts House, Bristol

Gaunts House, which offers 60,000 square foot of space, is also in Bristol's city centre. The building, which has been used as offices, will provide bedrooms for 228 postgraduate students once completed in 2003.

Unite's scheme for Gaunts House also involves the conversion of approximately 7,000 square foot of ground floor space into retail, bar and restaurant amenities with the eight upper floors being dedicated to student accommodation.

■ Brownfield site in Hotwells District, Bristol

The sixth property, located in the Hotwells district of Bristol, is a derelict deconsecrated chapel, which is being demolished to make way for 155 new student bedrooms. Unite's TNG Design and Build is currently creating concepts for the Brownfield site, which will offer in the region of 50,000 square foot of space. Completion is scheduled for August 2001.

The accommodation will be the first to be taken up by City of Bristol College, whose new College Green Campus in nearby Anchor Road is also being developed by UNITE.

■ 39-43 College Green, Bristol

The property at 39-43 College Green has been acquired for development in 2001. As a prominent building in Bristol City Centre overlooking the Cathedral and College Green, it provides six ground floor shops including basement storage and separately accessed offices on four upper floors. The 22,000 square foot building currently produces £172,000 per year

Commenting on these latest investments, Nick Porter, Chief Executive of Unite, said:

"These prime properties are further evidence of the rapid progress we have made in strengthening our development pipeline. We are committed to strong national growth and enhancing shareholder value through a combination of development, refurbishment and long term management."

■ Note to Editors

The Unite Group is a highly focused investment, development and management company. It is the UK's leading provider of student accommodation, offering academic institutions and NHS Trust integrated solutions to their accommodation requirements.

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College Halls of Residence

Affordable Student Accommodation in the Heart of the City

We are pleased to be able to offer 70 study bedroom units with shared self-catering facilities only 5 minutes walk away from the College Green Centre at Hotwells House. The accommodation is right in the heart of the 'Docklands' area of Bristol close to the river.



The surrounding area offers a wealth of entertainment and cultural activities

- @ Bristol science complex
- Watershed Media Centre
- The Harbourside
- Hippodrome
- Colston Hall
- And easy access to some of the city's best shops and nightlife in Park Street City Centre and Clifton village

These units are available to all students and comprise bedrooms arranged in 16 cluster flats at affordable rents. All the flats benefit from fully furnished kitchens and spacious lounge areas.

College self-catering accommodation is currently £64/wk.

We can also help you to find other types of accommodation in the city close to where you are studying, for example shared flats/houses and lodgings.

The cost of shared flats is typically £50 - £80/wk.

Accommodation Service

Brunel Centre 0117 312 5197

College Green Centre 0117 312 2749

▲ Chantry Court

DENMARK STREET, BRISTOL BS1 5DH



A residence for postgraduate students of the University of Bristol which opened in September 2003.

Residents will sign a tenancy agreement and make rent payments to Unite the owners and managers of the building. Unite are providing this accommodation under an agreement with the University.

- 226 rooms on eight floors arranged as flats for 4 to 7 people with 20 studio rooms.
- All rooms have telephone and data points for the University telephone and ResNet services (an additional fee is payable to the University for connection to ResNet).
- There is no parking available at Chantry Court

Tenancy details 2005 - 2006

- 50 week tenancy - dates to be agreed for 2005/06
- Rents per week (2004/05) Rents for 2005/06 will be added as soon as they have been agreed:

Studio £97
Large Ensuite £82
Medium Ensuite £76
Small Ensuite £65
Standard (non ensuite) £72
Economy £61

- Deposit £250
- Initial payment of £55 payable when accepting your offer

Applying for Chantry Court

Postgraduate students currently studying at the University wishing to apply for 2005/06

Application forms will be available from the Accommodation Office and Chantry Court Office from 28 February 2005. The deadline for returning forms to the Accommodation Office to be included in the first round of allocations is 18 March. Students will be notified by 15 April if their application is successful and must accept or decline the offer by 29 April.

New UK Postgraduates



▲ Deans Court

3 ST GEORGE'S ROAD, BRISTOL, BS1 5UL



This residence for postgraduate students is provided by West Lodge Housing Association in partnership with the University of Bristol.

- 356 ensuite rooms arranged as self catering flats
- All rooms have telephone and data point connecting to the University's telephone and computer network
- Communal area
- Residence Manager and staff available during normal office hours
- Student Wardens available out of office hours
- No parking available at Deans Court

Tenancy details 2005-2006

- 50 week tenancy from 26 September 2005 - 10 September 2006
- Rent £76 per week 2004/05 - to be agreed for 05/06
- Deposit £250
- £13 - Compulsory insurance payment for the University's block insurance scheme - to be agreed for 05/06

Applying for Deans Court

Postgraduate students currently studying at the University

Current postgrads who wish to be considered for any vacancies in Deans Court in 2004/05 should contact the Accommodation Office.

Current postgrads who wish to apply for accommodation in Deans Court for 2005/06 can collect an application form from the Accommodation Office or Deans Court Office from 28 February 2005

New UK Postgraduates

Please contact the Accommodation Office for an application form and further details.

New EU and International Post graduate students

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» UNITE House

Frogmore Street, Bristol, BS1 5NA.
Call: 0117 9227120.

UNITE House offers some of the most sought after accommodation in Bristol, with it's range of 3-7 bedroom flats and single studios. All flats feature fully furnished kitchen and spacious modern lounge area plus many have en-suite facilities. Internet access is available in all bedrooms, and the development has a CCTV security system. Its location is superb, just off Park Street in the heart of Bristol City centre. There's a wealth of clubs and restaurants nearby, plus the Harbourside and Watershed complexes. Only students attending Bristol University may book rooms at UNITE House and all applications should be submitted through the University of Bristol Accommodation Office.

UNITE House offers a range of 3-7 bedroom flats and some single studios, many of which are ensuite. Located in the heart of the city and close to Bristol University makes this great accommodation for people that like to study and party hard! Only students attending Bristol University may book rooms here.

RENTS FROM

£67

PER WEEK
ALL INCLUSIVE*

» [PRICING](#)
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» [IMAGES](#)

* Rents are inclusive of utility bills and content insurance

FEATURES

- » 392 rooms
- » 224 ensuite
- » 3-7 bedroom clusters
- » Studio flats available
- » On-site management
- » Car parking available
- » Internet access
- » Bike storage
- » Free Endsleigh Insurance





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Accommodation in Bristol



Alternative accommodation in Bristol

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 [Chantry Court](#)
 [Blenheim Court](#)

 [UNITE House](#)
 [Hotwells](#)

Cherry Court

Brand New Property!!

Cherry Lane, Bristol,
Call: 0117 927 7783.

SOLD OUT!

Cherry Court is a brand new development in the heart of Bristol's city centre. Located directly opposite the main bus station it is perfect whether you are studying at the University of Bristol or the University of the West of England, as frequent buses run nearby.

This property is situated only a 2 minute walk away from the city centre, where you will find the Broadmead Shopping Centre. Bristol offers a great nightlife with its many bars, clubs, restaurants and theatres, all within easy walking distance.

A 10 minute walk will take you to the recently developed waterfront with bars that overlook Bristol harbour, or you could head up Park Street where you will find many restaurants and a selection of unique shops. All this is right on your doorstep at Cherry Court!

Special features include: an intimate property with a wide choice of accommodation in a great location. The property offers on-site laundry, vending and internet access in every room.



RENTS FROM

£75











PER WEEK

ALL INCLUSIVE*

 [PRICING](#)
 [BOOKING](#)
 [MAP](#)
 [IMAGES](#)

* Rents are inclusive of utility bills and content insurance

FEATURES

-  176 rooms
-  176 ensuite
-  3-6 bedroom clusters
-  Broadband internet with
-  Close to bus station
-  Laundrette
-  Vending
-  City centre location
-  [Free Endsleigh Insurance](#)
-  [Our Guarantee](#)



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For new buildings the list of facilities are a guideline only and subject to change

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Alternative accommodation in Bristol

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»» [UNITE House](#)
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»» Chantry Court

Denmark Street, Bristol, BS1 5DH.
Call: 0117 9253978.

Chantry Court is a new property in Bristol exclusively for students studying at the University of Bristol. Located in Denmark Street it is close to Bristol Hippodrome Theatre, local shops and the recently developed waterfront offering a wide choice of bars, restaurants and clubs. All of this and still only a 10 minute walk from the University of Bristol. The accommodation offers something to suit every budget from studios to 4, 5, 6 and 7 bed cluster flats and a choice of standard or ensuite. You must be studying at the University of Bristol to reserve a room at Chantry Court. Please contact the University of Bristol on +44 117 954 5740. A new development in the heart of Bristol, close to local shops, bars, restaurants and the theatre scene. A wide choice of accommodation to suit everyone's budgets. Exclusively for students at the University of Bristol.



RENTS FROM

£61

PER WEEK

ALL INCLUSIVE*

»» [PRICING](#)
»» [BOOKING](#)
»» [MAP](#)
»» [IMAGES](#)

FEATURES

- »» 226 rooms
- »» 187 ensuite
- »» 1-7 bedroom clusters
- »» City centre location
- »» 10 minutes walk to university
- »» 24 hr CCTV security
- »» Bike Storage
- »» Choice of room size
- »» Free Endsleigh Insurance

* Rents are inclusive of utility bills and content insurance



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» Blenheim Court

Brand New Property!!
Marlborough Gate, Bristol,

New for Sept 2005 - phase 1 released for sale in January 2005!

Blenheim Court is a brand new property for 2005, in the heart of Bristol city centre. It is located directly opposite Bristol bus station and is only a stone's throw away from Bristol Royal Infirmary Hospital.

This development is UNITE's first to offer premium rooms. Located on the 5th & 6th floors only, you can choose from a 3 or 4 bedroom apartment or luxury studio. In the premium rooms you will find luxury fixtures and fittings including laminate flooring in the kitchen lounge areas, stainless steel appliances, a TV & DVD player in the lounge with Sky TV and a weekly cleaning service.

A ten minute walk will take you to the recently developed waterfront with bars that overlook Bristol harbour, or you could head up Park Street where you will find many restaurants and shops. All this is right on your doorstep at Blenheim Court!

Special features include: A well positioned, well equipped and centrally located premium development, offering both luxury and standard accommodation to suit all needs.

RENTS FROM
£TBA
PER WEEK
ALL INCLUSIVE*

» [PRICING](#)
» [BOOKING](#)
» [MAP](#)
» [IMAGES](#)

* Rents are inclusive of utility bills and content insurance

FEATURES

» 233 rooms
» 233 ensuite
» 3-5 bedroom clusters
» Vending machines
» Common room with widescreen TV
» Broadband
» Bike Storage
» Wheelchair Accessible
» Our Guarantee



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For new buildings the list of facilities are a guideline only and subject to change

Select city

Search...



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»» Hotwells

Hotwell Road, 196-216 Hotwell Road, Hotwells, Bristol, BS8 4RW.
Call: 0117 9277783.

Set in a prime location, close to the city centre and Clifton Village, the brand new development at Hotwell Road offers plenty of choice. The accommodation is arranged in 5 bedroom flats. All flats have fully furnished well-appointed kitchens and spacious lounge areas. Internet access is available, and there is a laundry room on site. Reserve your place to avoid disappointment!

A recent development in the heart of Bristol. Close to all the amenities in Clifton Village and on a bus route. On offer are 5 bed flats with fully fitted kitchens and spacious lounge areas.

RENTS FROM

£64

PER WEEK

ALL INCLUSIVE*

»» [PRICING](#)
»» [BOOKING](#)
»» [MAP](#)
»» [IMAGES](#)

* Rents are inclusive of utility bills and content insurance

FEATURES

»» 80 rooms
»» 0 ensuite
»» 5 bedroom clusters
»» On-site management
»» Car parking
»» Internet access
»» Bike Storage
»» Web & phone services



HOLD MOUSE OVER ICON FOR DEFINITION



APPENDIX J: EXTRACT OF UNITE STUDENT LIVING REPORT 2003

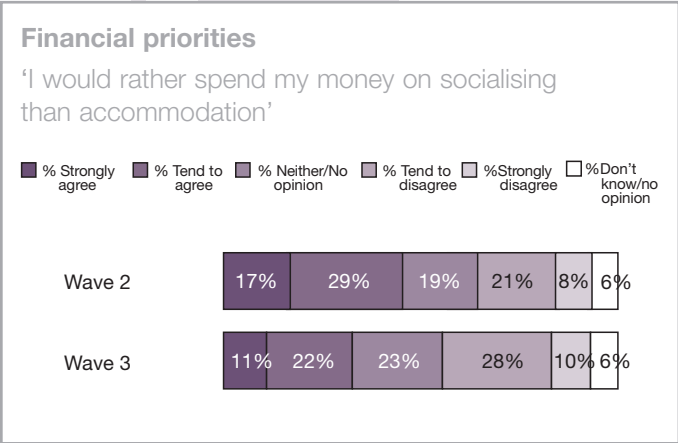
04 STUDENT EXPENDITURE



‘Levels of student expenditure on food and alcohol remain consistent with the last wave of study’

4.1 FINANCIAL PRIORITIES

Since the previous wave of the study, fewer students now agree with the statement that ‘I would rather spend my money on socialising than on better accommodation’ (33% compared with 46% during Wave 2). However, men (36%), those under 23 years old (38%), students from an AB background (38%), those studying at a old university (37%) and students living in halls (43%) are more likely to say they would rather spend money on socialising than on accommodation.



Base: All students; Wave 2 (1,068), Wave 3 (1,086)

Source: MORI

4.2 EXPENDITURE ON ALCOHOLIC DRINKS

Students spend an average of £19.10 on alcoholic drinks per week, a similar amount to that found during the last wave. Three in ten (30%) continue to spend £21 or more in a typical week.

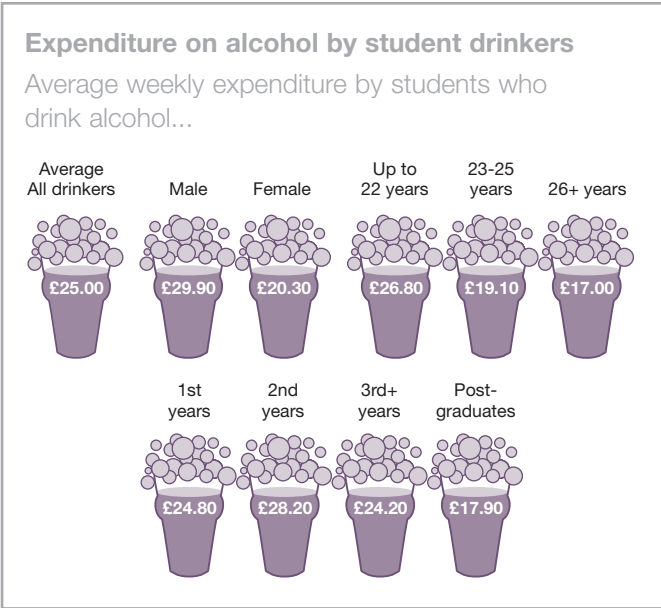
Men spend more on average per week on alcoholic drinks than women (£24.30 compared with £14.60 respectively), as do ABs compared with C2DEs (£22.10 compared with £16.40 respectively).

However, a quarter of students do not spend anything on alcohol during a typical week. The most likely students not to spend any money on alcohol are:

- Non-white students (61%)
- Overseas students (46%)
- Students aged 26 years and over (39%)
- Live in own home or with parents/guardian (39%)
- Those who do not owe any money (36%)

Among students who do spend money on alcohol, the average amount spent per week rises to £25. Male students now spend £9.60 a week more than their female counterparts.

As one might expect, younger students and specifically undergraduates tend to spend more on alcohol than older students and those on a postgraduate course.



Base: All students; who buy alcohol (827)

Source: MORI

04 STUDENT EXPENDITURE

4.3 EXPENDITURE ON CIGARETTES

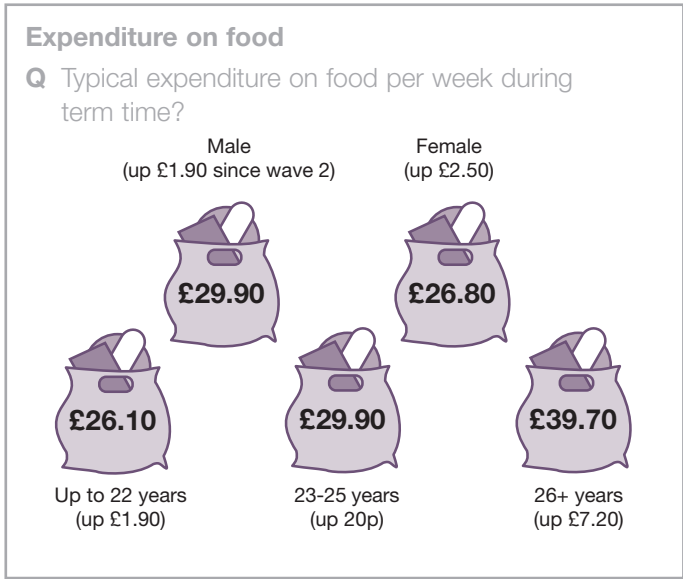
Just under a quarter of students (23%) spend money on cigarettes or tobacco. On average this group spend £15.80 a week, with almost a fifth (18%) spending in excess of £21 in a typical week.

Privately educated students are more likely to smoke and spend more on this habits than those from state school. On average, the 28% of those from private schools who smoke spend £19.40 a week on cigarettes, compared to the 22% of those from state schools who spend an average of £14.80.

4.4 EXPENDITURE ON FOOD

On average, students spend £28.20 a week on food. This includes expenditure on eating out as well as home cooked food. Just under two thirds of expenditure on food is accounted for by home prepared food and the rest by eating out and take-away food.

Men spend more on food per week than women (£29.90 versus £26.80) as do those aged 26 years and over (£39.70) and those studying in the London area (£34.50).



Base: All students; Wave 3 (1,086)

Source: MORI

05 STUDENT DEBT



‘The average amount that students say they currently owe continues to rise and is now £4,602, while the average amount that students anticipate owing once they have completed university also continues to rise and now stands at £8,816’



APPENDIX K: PROFILE IRONING MAIDS.....

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Welcome

The Problem

How many times have you wished the ironing basket would disappear, for good?

Through our knowledge of the business, we can tell you that ironing is considered the most monotonous and least favourite of all household tasks. Piles of ironing, means hours of drudgery at the ironing board. The reality of ironing is that you can clear it all today, only to be back to where you started the following week. Just think of all the years you have striven to cope and now, think of all the years ahead!

The Solution

Fortunately, this problem can be solved, since help is at hand through Ironing Maids, a professional domestic ironing service, dedicated to providing the ultimate ironing solution. It is the perfect answer for:

- Professional people with little time to spare
- Busy housewives or those that just hate ironing.
- So many people already enjoy the benefits of a non-ironing household; this is your opportunity to join them. Ironing Maids Services

Ironing Maids offer you:

- Highest professional-quality standards of workmanship.
- Standard 48-hour turn around or express service on request.
- Competitive and affordable prices, with no hidden extra costs.
- Friendly efficient personal service.
- Free collection and delivery, with prompt turn around.
- Comprehensive service for all the family's clothes and household linen.
- All work guaranteed through our 'garment care' policy
- Shirts and trousers returned on hangers
- All folded garments returned in polythene valet bags.
- Quality Professional Dry Cleaning Services.
- Full repairs and alterations service, as requested.

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Ironing Services

- Scaled discounts are available for larger quantities
- Standard Charge: 1 - 10lb @ £1.85 per lb
- Larger Amounts: 11 - 20lb @ £1.75 per lb
- All weights over 20 lbs @ £ 1.65 per lb
- Silk Shirts @ £1.00 each
- Hangers with foam covers @ £0.10 each
- 'Kit Bags' @ £8.00 each § Starching P.O.A
- Minimum Order 5lb mixed garments. Note: An average family produces 12lb of ironing a week.
- Delivery and collection is provided free of charge.
- Invoice - The invoice will detail the charges appropriate to the total weight, which we have ironed. Remember we offer discounts for larger quantities.
- If payment is made by cheque, then it should be payable to Ironing Maids supported by a valid cheque guarantee card.

One of the principle aims of the Ironing Maids service is to avoid causing you any inconvenience what so ever. We will always endeavour to fit in with your schedule, collecting and delivering in a pre-determined manner. Once we have established a routine in respect of your requirements, we can provide this service without the

need for us to meet. On the other hand, we are always happy to collect and return to you personally.

Collection

In instances where you may be away from home when we call, we pre-arrange a point of collection. In our business, it is common practice to collect from a neighbour, or an agreed part of your property, a garage or porch for example. Alternatively, you may wish to provide us with a key as many of our clients already do, having come to trust the ethical, personal nature of our service.

Delivery

We always prefer to return your ironing to you personally. Should this not be possible then, we will return it to the point of collection, ready for when you arrive home. Your invoice will be included with the returned ironing, which is due for payment on delivery. If it is normal practice for you not to be at home, then we will advise you of the amount due, so that payment can be put aside for us to collect, from an agreed safe place. Payment is by cash or cheque supported by a valid cheque guarantee card on delivery.

Protection

It would be appreciated if you could pack the garments in some sort of order, shirts together and so on. Most customers prefer that we transport their ironing in their own, tagged bag, such as a canvas holdall, or something similar. If you do not have a bag suitable for this purpose, then we can supply, at manufacturers cost (£8.00 per bag), heavy-duty polyester 'Kit Bags' a durable bag specifically designed for laundry use Ironing Services.

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[\[Comments\]](#)



APPENDIX L: PROFILE SERVICE DEVELOPMENT MAILBOX IDEA.....

You've Got Mail!

Sanford Simmons arrived at his Long Beach, California coin-op during last year's Fourth of July celebration to find an entire section of his glass-windowed facade shattered by vandals. The huge section of tempered glass needed to be replaced immediately. However, Simmons decided that instead of spending the money to install a new window, he would turn that section of his store into an extra profit center. He installed rentable mailboxes into the empty space.

"It was \$800 to replace the window," he explained. "We decided to make some money instead." Simmons' store is nearly a half a block long, allowing for plenty of window space even with the addition of the mailboxes.

Simmons and his wife Linda went down to the post office, and found it fairly easy to become an official postal drop-off center. "You just need to follow instructions and fill out some forms," he said. Once the paperwork was finished, Simmons contacted a rental mailbox manufacturer and had the boxes installed in the window of the laundry.

From the post office, the Simmons' went to the city, where they were told that they needed to obtain a separate permit for the mailbox rental portion of the laundry, since it was to be considered a second business.

"It's the same business, it's under the same roof," Simmons contested. The city still insisted. "They said it was \$248.00, and to go pay the cashier. I went and paid. A week later, they told me it was issued by mistake. They never gave me my money back, either."

Public Works told Simmons that he was violating code by allowing the mailboxes to be accessed from the outside. They said there was a problem with the people gathering on the sidewalk. Simmons first tried to get an "encroachment" permit, allowing for the space that people would take up on the sidewalk while checking their mailboxes. However, Public Works informed him that they do not issue encroachment permits for *people*, only for *things*, such as vending machines and chairs. When he contested that, they came up with something else. Simmons finally went to a hearing before the zoning commissioner, and brought a hundred signatures that the attendants had gathered at the store to help fight for the boxes.

"They even had a city attorney trying to come up with a reason for me not to have them," said Simmons.

"We looked in the phone book, and there were mailbox rental businesses that offered 24-hour access. The only difference was, those were inside. We finally found one guy in Los Alamedos who owned a mailbox franchise place and had his boxes in the window. We had him write a letter saying that he never had a problem." During the months of fighting with the city, Simmons' boxes had stood empty with no problems with graffiti or vandalism.



Finally, three months after first receiving notice of violation, Simmons received a permit to begin renting the boxes.

The post office drops ALL of the boxes' mail to the store in one bundle, and it's up to the attendants to sort and load the boxes. The boxes are accessed by the renters from the sidewalk outside of Super Suds, but Simmons and his attendants have the safety and convenience of loading the boxes from the inside of the laundry.

The government requires 2 forms of I.D. to rent the box. Simmons or the attendant who sorts the mail has access to the boxes, and can keep any illegal or non-regulation activity from going on.

Simmons offers three different size boxes to renters, and charges for their use on a three-tier system. A three-month rental on the small box is \$42 total (\$14 per month); medium boxes rent for \$54 (\$18 per month); large for \$66 (\$22.00 per month). A six-month rental is \$60 (\$10 per month), \$84 (\$14 per month) and \$108 (\$18 per month), respectively. Yearly renters pay \$96 for a 12-month rental on a small box (\$8 per month); \$120 on the medium (\$10 per month); and \$168 on the large (\$14 per month). All renters sign a contract with Simmons stating the duration of the rental, and Simmons requires the payment up front.

Though Simmons certainly had to jump through some hoops to get the mailbox rental business going, he is certain it was worth the effort. "Anything that can bring in extra income is worth the trouble," he said.

Sanford Simmons arrived at his Long Beach, California coin-op during last year's Fourth of July celebration to find an entire section of his glass-windowed facade shattered by vandals. The huge section of tempered glass needed to be replaced immediately. However, Simmons decided that instead of spending the money to install a new window, he would turn that section of his store into an extra profit center. He installed rentable mailboxes into the empty space.

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Sanford Simmons installed postal boxes in place of one front window (above), which are accessible to the customer from the street and from the attendant's station inside the store for his employees (below).



continued from page 12

even with the addition of the mailboxes.

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APPENDIX M: LOGO IDEAS FOR BARWASH.....

1.



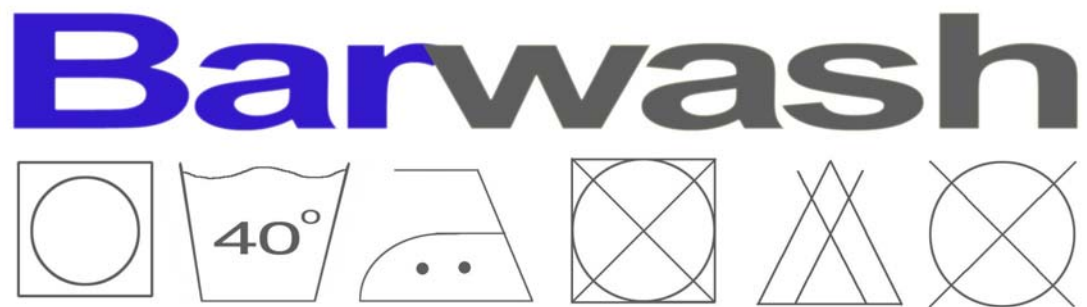
2.



3.



4.



5.





APPENDIX N: PROMOTIONAL FLYER IDEA FOR BARWASH.....



Shop by Themes [--categories--](#)

By Gift Ideas [--categories--](#)

[View cart](#)

[Home](#)

Products

[Body Detergent](#)

[Body Lotion](#)

[Body Wash](#)

[Bar Soap](#)

[Gift Sets](#)

[Lip Balm](#)

[Mints](#)

[Gum](#)

Personalities

[Goddess](#)

[Princess](#)

[Hottie](#)

[Stud](#)

[Diva](#)

[Blond](#)

[Bride](#)

[Loser](#)

[Angel](#)

Wholesalers



Lather up! If you dare with our 3.5 oz. Bar Soap that suds up almost any personality type you can conjure, from 100% Pure to Extra Abrasive types you can be sure that Mabel's will provide endless amounts of fun with this lightly scented, cruelty-free soap. 24 personality and 4 seasonal titles to choose from. Click on the titles below to see full description or to purchase.

Showing products **1 - 16** of **28**, page **1** of **2**.

[1](#) [Go](#) [Next](#) [Last](#)
[>](#) [>>](#)

Bar Soap



[Bitch Bar Soap](#)
\$5.00



[Goddess Bar Soap](#)
\$5.00



[Hottie Bar Soap](#)
\$5.00



[Kinky Bar Soap](#)
\$5.00



[Obsessive Compulsive Bar Soap](#)
\$5.00



[Oy Vey Bar Soap](#)
\$5.00



[Pimp Daddy Bar Soap](#)
\$5.00



[Sassy Bar Soap](#)
\$5.00



[Sexy Mama Bar Soap](#)
\$5.00



[Slut Bar Soap](#)
\$5.00



[Stud Bar Soap](#)
\$5.00



[White Trash Bar Soap](#)
\$5.00



[Bride Bar Soap](#)
\$5.00



[Diva Bar Soap](#)
\$5.00



[Menopause Bar Soap](#)
\$5.00



[PMS Bar Soap](#)
\$5.00

Showing products **1 - 16** of **28**, page **1** of **2**.

[1](#) [Go](#) [Next](#) [Last](#)
[>](#) [>>](#)



APPENDIX O: PROFILE LINK COMMUNICATION

CAMPAIGN AMPLIFICATION	STUDENTS	DRINKERS/ CLUBBERS	SHOPPERS	PROFESSIONALS	SPORTS FANS	KIDS/TEEN
RESIDENTIAL SUBURBS	GUERRILLA MARKETING	FIELD MARKETING	DESIGN & PRINT	QUALITY EXPORTS	REFERENCES	COVERAGE/ CONTACT



LINK COMMUNICATION

OUTDOOR AMBIENT MEDIA

70 UK CITIES / 116 UNIVERSITIES

FLYERING TEAMS / PROMOTION STAFF / GUERRILLA STUNTS / SAMPLING SQUADS / FIELD MARKETING

TARGETING: UNIVERSITY STUDENTS / DRINKERS / CLUBBERS / GIG GOERS / SHOPPERS / PROFESSIONALS / SPORTS FANS / KIDS / TEENS / RESIDENTIAL / SUBURBS



PIONEERING OUTDOOR AMBIENT MEDIA

solution by **branded3**

Thanks for visiting our website, which will hopefully give you a summary overview of some of our more popular 'off the shelf' services. We execute all manner below the line and ambient marketing initiatives, which take our clients' campaigns directly to their target audience with no wastage.

We organise promotional teams, leaflet distribution, flyering teams, field marketing staff, sampling squads, guerrilla campaigns and print distribution for all sectors and industries. We are also the UK's leading 'campaign amplification' agency providing the necessary 'personal' or 'viral' element to any above the line campaign.

We pride ourselves in being the largest ambient media agency in the UK with agents in over 70 cities and conurbations. We also have established nationwide links and relationships with 116 universities, major colleges, schools, local councils, transport stations and shopping centres. We combine the local knowledge from each of our teams and our professional marketing ability to bring your activity to life across the country.

In addition to promotion teams, we provide strategic advice, design and production of materials as needed. Every job comes complete with detailed activity reports including photo documentation showing the work being executed across a range of locations. We cater to all campaign budgets whether be it local activity in one UK town or a multi-phase national campaign.

Please contact us should you wish to discuss a brief or provide you with a no obligation quote and campaign proposal.

We look forward to working with you,

All at Link Communication.

CAMPAIGN AMPLIFICATION	STUDENTS	DRINKERS/ CLUBBERS	SHOPPERS	PROFESSIONALS	SPORTS FANS	KIDS/TEEN
RESIDENTIAL SUBURBS	GUERRILLA MARKETING	FIELD MARKETING	DESIGN & PRINT	QUALITY EXPORTS	REFERENCES	COVERAGE/ CONTACT



LINK COMMUNICATION

Contact | Quote

0.1 UNIVERSITY STUDENTS

>Halls of Residence >PRs @ University Unions >PRs @ Computer Clusters >PRs @ Sports Facilities & Clubs
>PRs @ Student Area Pubs >Student Area shops, cafes >Head Stamps/Forehead Tattoos >Fresher's Fairs



Halls of Residence Distribution (First years) GLC

Reach first year students directly into their bedrooms and home environment. Our teams distribute flyers underneath doors of bedrooms and flats, into post pigeon holes, letter boxes and all communal areas, including phone points, TV lounges, common rooms and all other halls facilities. Our teams have complete working knowledge of every building, of every halls, of all universities, in every city.

Our promotion teams have complete working knowledge of every campus and halls of residence of every university across the country.

0.1 CASE STUDIES



Client_ STA Travel

Promotion_ Student Travel Week

Objective_ To inform students of the travel week talks & to encourage attendance. To publicise flight offers & stimulate sales

Audience_ Students at University

Collateral_ A4 folded leaflets

Activity_ Halls of Residence Coverage - Intensive flyer coverage under doors of bedrooms and halls through every hall, owned by each university, within each city.

PR Staff X 2 @ University Unions_ Hand to hand flyer teams on the two largest university campuses distributing flyers over three days leading upto the start of the promotion.

Locations_ 19 Cities / Travel week tour locations



Client_ Guardian & Observer Newspapers

Promotion_ Observer Sports Monthly Magazine

Objective_ To inform students of the sports magazine supplement in the Sunday Observer. To encourage use of discount voucher & stimulate sales

Audience_ Students at University, with specific focusing on Sports orientated students.

Collateral_ A5 flyers. A3 posters

Activity_ PR Staff X 1 @ Sports Facilities - Hand to hand flyer teams outside each universities sports facilities / displaying material on sports club notice boards / distributing material to sports teams.

Halls of Residence Coverage_ Intensive flyer coverage under doors of bedrooms and halls through every hall, owned by each university, within each city. PR Staff X 2 @ University Unions - Hand to hand flyer teams on the two largest university campuses distributing flyers over two days before publication.

Locations_ Top 40 Sporting Universities



LINK COMMUNICATION

[Contact](#) | [Quote](#)

0.4 PROFESSIONALS

>PRs @ Outside Train, Bus & Tube Stations >PRs @ Busy Office Area Walkways >City Centre Office
>Parked Cars >PRs @ Conferences & Exhibitions >PRs @ Office Area Bars



PRs @ Outside Train, Bus & Tube Stations

Thousands of commuters and city centre office workers outside bus, train and tube stations during busy rush hours. Usual shifts range from Monday to Friday between 07.30-09.30 and 16.30 and 18.30.

Locate your activity outside every tube, train and bus station at rush hours in each city's core business districts.

0.4 CASE STUDIES



Client_Martineau Place Shopping Centre.

Agency_Rave Communications. Promotion_ Shopping Centre Opening / Food Court Promotion.

Objective_To inform people of new shopping Centre. To encourage sales of food court retail

Audience_Professionals & Shoppers.

Collateral_A6 voucher booklets.

Activity_PR Staff X 4 @ Train & Bus Stations, mid week to professionals. PR Staff X 6 @ Office Areas, covering busy locations around the city centre mid week. Intensive office area coverage - Promotion teams going into office buildings, circulating the vouchers through the building & displays on reception areas. PR Staff X 6 @ High Streets - flyering shoppers on Saturdays. Car parks - Flyering parked cars both mid week for workers and Saturdays for shoppers.

Locations_Birmingham



Client_Air Miles

Agency_Out of The Blue

Promotion_Retail store points promotion - (Earn Air Miles by shopping at specific stores).

Objective_To recruit Air Miles customers. To generate sales of retail store tie ins.

Audience_Professionals / Shoppers.

Collateral_A5 flyers

Activity_PR Staff X 4 @ Train & Bus Stations, mid week to professionals. PR Staff X 4 @ Office Areas, covering busy locations around the city centre mid week. PR Staff X 4 @ High Streets - flyering shoppers on Saturdays. PR Staff X 2 @ Specific Stores - flyering outside the stores with the points promotion tie in.

Locations_6 largest UK cities



APPENDIX P: LOYALTY CARD SYSTEM EXAMPLE


[About DED](#)
[Contact Us](#)
[Products](#)
[Drivers](#)
[Press](#)
[Resellers](#)
[F.A.Q?](#)
[Jobs](#)
[Feedback](#)
[Quick Search](#)
[DED Home](#)

VisualLoyalty Total Visual Loyalty System - 12/07/04 - CAM

Introduction

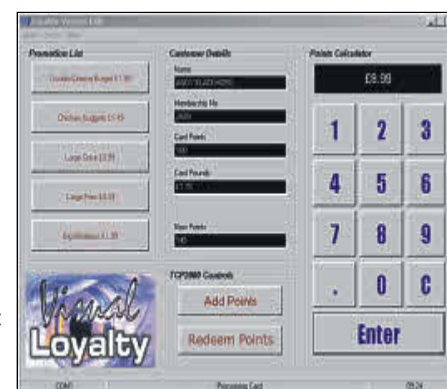
VisualLoyalty is a total loyalty scheme utilising the Star TCP2000 re-writable graphics card which can communicate visually with the customer to show them details such as last points added, total points and special promotions. The total points on the card are shown in both numeric and graphical forms which can be tailored to the scheme provider's own design.

The member's details and transaction details are held in a database which can be exported as a CSV file to other applications for mailing purposes.

The member's card number, current points and transaction details are also encrypted onto the ISO standard magnetic stripe in a secure format which means the card could be used at multiple sites operating the same scheme. With the transaction details held on the card, each site will always be able to view the current transaction details without needing complex modem dial-up and server systems.

Clear and easy-to-read graphics make it simple to see the points added and the total balance, together with details of special promotions.

Print barcode vouchers for points redemption using optional Star TSP600. These can then be used in conjunction with an EPOS system to give money back against purchases.



The software loyalty scheme has been designed so that it can easily be tailored to each user with features including:

- User definable values for points awarded per £ spent.
- Customise Card layout, select and position areas for point details, special promotions, scheme operator and card holder
- Add own logo to software main screen
- Tailored graphics for points value - ie a wine bar can use a wine glass which fills as points are added and a garden centre can use a flower which grows. These can be generated by the user or taken from a library of supplied image sets.
- Up to 5 user definable special promotions shown on the software main screen which can be added to the card at the operator's discretion at the click of a button. ie "free bottle of wine next visit" or "double points in June"

Features Include

- Total Visual Customer Loyalty Scheme
- available in three versions, Elite, Professional and Basic
- Communicates with your customers using the Star rewritable card printer.
- Allows you to track your customers' buying patterns
- Reporting and mailing label functions
- simple to operate
- Customer address/transaction database
- Suitable for single or multiple sites

Applications:

- Clotho Shops
- Sports Shops
- Snooker halls and clubs
- Dentists
- Bulk warehouse buying



Downloads

VisualLoyalty Manuals/Data



A complete Guide and Datasheet is available from www.visualloyalty.net website

Additional Information

Order codes

Item

For Further Details please visit www.visualloyalty.net



Contact Oem Sales



APPENDIX Q: EXAMPLE OF A STUDENT DISCOUNT SCHEME



SNAPFAX DISCOUNTS

YOUR SEARCH RESULTS

The SNAPfax brain has found 78 discounts matching your search criteria. If you'd like to make another search use the drop-down menu on the left hand side.



NAME	OFFER / DESCRIPTION
Fusion (Pubs)	20% off total bill. 3 for 2 on selected drinks. Free entry at all times.
Student Flights (Services)	7-9 St. Nicholas Street, Bristol, BS1 1UE. 15% off travel insurance or free international student discount card with 1st booking www.studentflights.com
Racks (Food)	37 Queens Road, Bristol, BS08 1QE. 20% off all food and drink between 3pm and 5.30pm (mon-fri)
Snappy Snaps (Shopping)	St Pauls Road, Bristol, BS08 1LX. £1 off 1 hour processing
"Old Duke,The" (Pubs)	"Unit 4, Clifton Down Station Development", Bristol, BS08 2NN. 25% off food.
CD-Wow (Internet)	45 King Street, Bristol, BS01 4ER. All chart CDs £8.74 includes free delivery only at www.snapfaxcds.co.uk. 75p off your first CD i.e. £7.99!
Combat Zone (Sports & Leisure)	www.snapfaxcds.co.uk, Bristol. "100 free paintballs (midweek games only, on production of SNAPfax) 0800 034 1269"
Fusion (Pubs)	31 Hopps Road, Bristol, BS15 1RQ. 20% off total bill. 3 for 2 on selected drinks. Free entry at all times.
Student Flights (Services)	7-9 St. Nicholas Street, Bristol, BS1 1UE. 15% off travel insurance or free international student discount card with 1st booking www.studentflights.com
Racks (Food)	37 Queens Road, Bristol, BS08 1QE. 20% off all food and drink between 3pm and 5.30pm (mon-fri)
Snappy Snaps (Shopping)	St Pauls Road, Bristol, BS08 1LX. £1 off 1 hour processing
"Old Duke,The" (Pubs)	"Unit 4, Clifton Down Station Development", Bristol, BS08 2NN. 25% off food.
CD-Wow (Internet)	45 King Street, Bristol, BS01 4ER. All chart CDs £8.74 includes free delivery only at www.snapfaxcds.co.uk. 75p off your first CD i.e. £7.99!
Combat Zone (Sports & Leisure)	www.snapfaxcds.co.uk, Bristol. "100 free paintballs (midweek games only, on production of SNAPfax) 0800 034 1269"
Cloud 9 (Clubs)	31 Hopps Road, Bristol, BS15 1RQ. £1 off entry before 11pm. Valid Oct - Mar
Revolution (Pubs)	PO Box 125, Bristol, BS99 1PX. "£1 off pints of Stella, Guinness, Staropramen & bottles of Bacardi Breezer, Smirnoff Ice, Stella & Straopramen. Doubles only £2, Luksusowa vodka, Jack Daniels, Plymouth Gin & Southern Comfort. Offers valid sun-thurs day & night, fri & sat b4 8pm"



APPENDIX R: EXAMPLE OF A BILLING SYSTEM



Sales and Service of CASH REGISTERS and EPOS Equipment Till Rolls and Ribbons

2 January 2005

- The Company
- Products
- Sharp
- Samsung
- Easy2Touch
- Casio
- Samstock
- Ideal Software
- Epos Software
- Touch Terminal
- Touch Software**
- Contact Us
- Enquiry Form
- Online Shop

CES TS software

CES TS EPOS Software

CES TS software is a powerful, yet user friendly point-of-sale application for use in Hospitality, Retail, and Leisure. The product supports the use of keyboard, mouse, and touch screen facilities.

Easy to set-up and customise for even the most difficult of business requirements the CES TS software contains many features and tools to help maximise your business sales and EPOS investment.

CES TS software works as a standalone application or can be fully networked offering a complete EPOS solution in a multi-terminal environment.

CES TS software is built on an open architecture allowing it to seamlessly integrate or compliment existing MIS, Stock Control, or Financial systems.



Feature Summary

- Can run with Touch Screens, Keyboard, Mouse, or combinations of these.
- Sales input from programmed screen buttons, keyboard or scanners.
- Easy to set-up and use, requiring minimal training.
- In-built Training mode.
- Multiple Tender types within the same transaction.
- Card detail entry via Magnetic card or keyboard.
- Credit card authorisation. (EFT)
- Multiple credit card payment for same transaction.
- Euro ready.
- Cheque printing.
- Foreign currency handling.
- Extensive Customer Management module.
- Comprehensive Account Sales Ledger Module.
- Cash declaration facilities.
- Float Entry.
- X and Z report for each terminal.
- Consolidated X and Z reports for networked terminals.
- Multiple prices for items.
- Alternative product identifiers code for products. (Multiple Barcodes)
- Detailed Information through size, colour, and style codes.
- Product Mix and Match. (BOGOF)
- Detailed Recipes and Analysis.
- Discounts via Customer or Item, by %, amount or fixed.
- Support for single and multiple Kitchen Printers
- Multiple definable screens for ease of one touch item selling
- Advanced Booking Module for Charge Sheets.
- Extensive Refund and Void facilities.
- Multiple VAT Rates.
- Comprehensive transaction monitoring and analysis
- Information analysis to support and enhance business sales and marketing.
- Customised Screen configurations for ease of use.
- Extensive reporting facilities for all areas of sales, Products, Customers, Accounts, and Bookings.
- Works standalone or within a network environment.
- Stock Management Module.
- Serial Number Tracking.
- Plus much, much more!!

System Requirements

Intel Pentium Processor or above.
32mB Ram (64Mb recommended)
Disk Space of 500mB or greater.

Operating Systems:

Windows 95/98/2000/NT

CES TS Software is provided on
1 x CD ROM

Serving Many Business Environments

CES TS software has been designed to serve a number of business environments. Its flexibility features, speed, and, ease of use make CES TS software suitable for the following business segments:

- Bars
- Restaurants
- Fast Food
- Supermarkets
- Department Stores
- Fashion
- Sportswear
- Leisure Clubs
- Golf Clubs
- Mail Order
- Take Home
- Mobile Phone
- Electrical
- Plus many more!!

Details and Accurate Information

CES TS system provides the user with detailed, accurate and instant information. Reports are concise and complete, giving the management vital information on daily and past information. We at CES TS recognise the changing requirements of reports and are therefore constantly developing reports to become available to CES TS product users.

There is already a comprehensive library of reports available which include hourly sales, profit and cost, sales by department, customer analysis, account analysis, top and worst sellers, comparison reports, operator reports plus many more.

These reports are available per terminal or offered in a comprehensive consolidated Back office environment for multi terminal sites.

Understanding Stock Control

CES TS software has developed its own stock control system module for use within the small business environment. However, recognising the importance of Stock Control for many business, CES TS provides an open interface for seamless integration into existing Stock Control Systems.

(CES TS software integrates into the DATASYM Stockade package for TEC machine users.)

Customising Services

CES TS software offers a unique service to provide customised reporting requirements or bespoke development. This allows Customers to maximise their EPOS investment and get the right information at the right time from their systems.

CES TS open architecture design also enables your EPOS systems to link directly existing legacy systems.

CES TS Products

CES Software offers two products, CES TS and CES TS Lite.

CES TS Lite offers true value for money for businesses requiring a non feature rich EPOS point-of-sale application.

CES TS is an extension of the CES TS Lite product to provide a full feature rich product including a number of modules not available on CES TS Lite.



CES TS software
www.kepos.co.uk

IBM

DATASYM

TEC
TOSHIBA TEC EUROPE
Retail Information Systems S.A.

If you are interested in any of the above products please fill in the [enquiry form](#) for a prompt reply or visit our [online shop](#) and buy today.

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[\[Ideal Software\]](#) [\[Custom Software Systems\]](#) [\[XN Touch Terminal\]](#) [\[CETS TS Software\]](#)

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APPENDIX S: DETAILED PROFIT & LOSS AND CASHFLOW SUMMARY

BARWASH FINANCIAL PROJECTIONS
PRO-FORMA PROFIT & LOSS FORECAST YEAR 2

	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£
TURNOVER													
Wet Sales	42,012	32,127	37,069	37,069	49,426	59,311	34,598	34,598	49,426	88,967	49,426	79,081	593,110
Dry Sales	17,347	13,265	15,306	15,306	20,408	24,490	14,286	14,286	20,408	36,735	20,408	32,653	244,897
Coffee Shop	6,503	4,973	5,738	5,738	7,650	9,180	5,355	5,355	7,650	13,770	7,650	12,240	91,800
Laundry	8,913	6,816	7,864	7,864	10,486	12,583	7,340	7,340	10,486	18,874	10,486	16,777	125,827
Merchandising	390	298	344	344	459	551	321	321	459	826	459	734	5,508
Internet	585	448	516	516	689	826	482	482	689	1,239	689	1,102	8,262
Other	87	66	77	77	102	122	71	71	102	184	102	163	1,224
Discounts (Loyalty card)	(758)	(580)	(669)	(669)	(892)	(1,071)	(625)	(625)	(892)	(1,606)	(892)	(1,428)	(10,708)
	75,078	57,412	66,245	66,245	88,327	105,992	61,829	61,829	88,327	158,988	88,327	141,323	1,059,922
COST OF SALES													
Wet Sales	24,713	18,898	21,806	21,806	29,074	34,889	20,352	20,352	29,074	52,333	29,074	46,518	348,888
Dry Sales	11,192	8,558	9,875	9,875	13,166	15,800	9,217	9,217	13,166	23,700	13,166	21,066	157,998
Coffee Shop	5,002	3,825	4,413	4,413	5,885	7,062	4,119	4,119	5,885	10,592	5,885	9,415	70,615
Other	1,590	1,216	1,403	1,403	1,871	2,245	1,309	1,309	1,871	3,367	1,871	2,993	22,447
Stock Adjustment	(8,499)	(6,499)	(7,499)	(7,499)	(9,999)	(11,999)	(6,999)	(6,999)	(9,999)	(17,998)	(9,999)	(15,999)	(119,998)
	33,997	25,998	29,997	29,997	39,997	47,996	27,998	27,998	39,997	71,994	39,997	63,994	479,958
GROSS PROFIT	41,081	31,415	36,248	36,248	48,330	57,996	33,831	33,831	48,330	86,994	48,330	77,328	579,963
Gross Profit Margin (%)	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%
OVERHEADS													
Personnel / Wages	15,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	15,848	190,179
Management / Admin Fee	439	439	439	439	439	439	439	439	439	439	439	439	5,263
Communications / Phone	102	102	102	102	102	102	102	102	102	102	102	102	1,224
Office & Office Equipment	51	51	51	51	51	51	51	51	51	51	51	51	612
Entertainment	439	439	439	439	439	439	439	439	439	439	439	439	5,263
Bank & Card Charges	102	102	102	102	102	102	102	102	102	102	102	102	1,224
Marketing, Advertising & Sponsor	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	1,020	12,240
Legal & Audit inc. Copyright	102	102	102	102	102	102	102	102	102	102	102	102	1,224
Insurance	595	595	595	595	595	595	595	595	595	595	595	595	7,140
Cleaning	548	548	548	548	548	548	548	548	548	548	548	548	6,579
Newspapers / Magazines	153	153	153	153	153	153	153	153	153	153	153	153	1,836
Sky / Cable / Other	351	351	351	351	351	351	351	351	351	351	351	351	4,211
Transport & Deliveries	548	548	548	548	548	548	548	548	548	548	548	548	6,579
Security	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	1,097	13,158
Stock-Check	219	219	219	219	219	219	219	219	219	219	219	219	2,632
Equipment Asset Financing	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	1,974	23,684
Rates, Maintenance & Taxes	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	1,475	17,699
Sundry operating Costs	877	877	877	877	877	877	877	877	877	877	877	877	10,526
Depreciation	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	95,000
	33,856	33,856	33,856	33,856	33,856	33,856	33,856	33,856	33,856	33,856	33,856	33,856	406,273
OPERATING PROFIT	7,225	(2,441)	2,392	2,392	14,474	24,140	(25)	(25)	14,474	53,138	14,474	43,472	173,690
Operating Profit Margin (%)	9.6%	(4.3%)	3.6%	3.6%	16.4%	22.8%	(0.0%)	(0.0%)	16.4%	33.4%	16.4%	30.8%	16.4%
INTEREST (PAID) / RECEIVED	384	376	389	405	423	457	508	530	544	578	667	719	5,981
NET PROFIT	7,609	(2,065)	2,781	2,797	14,897	24,597	483	505	15,018	53,716	15,141	44,191	179,671
TAX ON PROFITS @ 20%	(1,522)	413	(556)	(559)	(2,979)	(4,919)	(97)	(101)	(3,004)	(10,743)	(3,028)	(8,838)	(35,934)
DIVIDENDS	-	-	-	-	-	-	-	-	-	-	-	-	-
CUMULATIVE	117,021	115,369	117,593	119,831	131,749	151,427	151,813	152,217	164,232	207,205	219,318	254,670	254,670

PRO-FORMA CASHFLOW FORECAST YEAR 2

	Jan-06	Feb-06	Mar-06	Apr-06	May-06	Jun-06	Jul-06	Aug-06	Sep-06	Oct-06	Nov-06	Dec-06	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£
RECEIPTS													
Invoiced Sales	75,078	57,412	66,245	66,245	88,327	105,992	61,829	61,829	88,327	158,988	88,327	141,323	1,059,922
Share Issue (Seed Cap)	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Payment	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Interest	384	376	389	405	423	457	508	530	544	578	667	719	5,981
	75,462	57,789	66,634	66,651	88,750	106,449	62,337	62,359	88,871	159,566	88,994	142,042	1,065,903
PAYMENTS													
Invoiced Costs	36,705	34,089	41,089	40,089	52,588	60,087	33,089	38,089	53,087	90,084	42,088	80,085	594,041
Wages	13,207	13,207	13,207	13,207	13,207	13,207	13,207	13,207	13,207	13,207	13,207	13,207	158,488
Start-up Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Fixed Assets Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-
PAYE / NI	2,589	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	2,641	31,639
Tax	27,733	-	-	-	-	-	-	-	-	-	-	-	27,733
VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-	-
	80,235	49,937	56,937	55,937	68,436	75,935	48,937	53,937	68,936	105,933	57,937	95,933	819,029
NET CASH FLOW	(4,773)	7,851	9,698	10,714	20,314	30,514	13,399	8,422	19,935	53,633	31,057	46,108	246,873
OPENING BANK	230,465	225,692	233,543	243,241	253,954	274,269	304,783	318,182	326,604	346,540	400,173	431,230	
CLOSING BANK	225,692	233,543	243,241	253,954	274,269	304,783	318,182	326,604	346,540	400,173	431,230	477,338	

BARWASH FINANCIAL PROJECTIONS
PRO-FORMA PROFIT & LOSS FORECAST YEAR 3

	Jan-07 £	Feb-07 £	Mar-07 £	Apr-07 £	May-07 £	Jun-07 £	Jul-07 £	Aug-07 £	Sep-07 £	Oct-07 £	Nov-07 £	Dec-07 £	Total £
TURNOVER													
Wet Sales	42,852	32,769	37,811	37,811	50,414	60,497	35,290	35,290	50,414	90,746	50,414	80,663	604,972
Dry Sales	17,694	13,531	15,612	15,612	20,816	24,979	14,571	14,571	20,816	37,469	20,816	33,306	249,795
Coffee Shop	6,633	5,072	5,852	5,852	7,803	9,364	5,462	5,462	7,803	14,045	7,803	12,485	93,636
Laundry	9,091	6,952	8,021	8,021	10,695	12,834	7,487	7,487	10,695	19,252	10,695	17,112	128,344
Merchandising	398	304	351	351	468	562	328	328	468	843	468	749	5,618
Internet	597	456	527	527	702	843	492	492	702	1,264	702	1,124	8,427
Other	88	68	78	78	104	125	73	73	104	187	104	166	1,248
Discounts (Loyalty card)	(774)	(592)	(683)	(683)	(910)	(1,092)	(637)	(637)	(910)	(1,638)	(910)	(1,456)	(10,920)
	76,579	58,561	67,570	67,570	90,093	108,112	63,065	63,065	90,093	162,168	90,093	144,149	1,081,120
COST OF SALES													
Wet Sales	25,207	19,276	22,242	22,242	29,656	35,587	20,759	20,759	29,656	53,380	29,656	47,449	355,866
Dry Sales	11,415	8,729	10,072	10,072	13,430	16,116	9,401	9,401	13,430	24,174	13,430	21,488	161,158
Coffee Shop	5,102	3,902	4,502	4,502	6,002	7,203	4,202	4,202	6,002	10,804	6,002	9,604	72,028
Other	1,622	1,240	1,431	1,431	1,908	2,290	1,336	1,336	1,908	3,434	1,908	3,053	22,896
Stock Adjustment	(8,669)	(6,629)	(7,649)	(7,649)	(10,199)	(12,239)	(7,139)	(7,139)	(10,199)	(18,358)	(10,199)	(16,319)	(122,389)
	34,677	26,518	30,597	30,597	40,796	48,956	28,558	28,558	40,796	73,434	40,796	65,274	489,558
GROSS PROFIT	41,902	32,043	36,973	36,973	49,297	59,156	34,508	34,508	49,297	88,734	49,297	78,875	591,562
Gross Profit Margin (%)	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%
OVERHEADS													
Personnel / Wages	16,165	16,165	16,165	16,165	16,165	16,165	16,165	16,165	16,165	16,165	16,165	16,165	193,983
Management / Admin Fee	447	447	447	447	447	447	447	447	447	447	447	447	5,368
Communications / Phone	104	104	104	104	104	104	104	104	104	104	104	104	1,248
Office & Office Equipment	52	52	52	52	52	52	52	52	52	52	52	52	624
Entertainment	447	447	447	447	447	447	447	447	447	447	447	447	5,368
Bank & Card Charges	104	104	104	104	104	104	104	104	104	104	104	104	1,248
Marketing, Advertising & Sponsor	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	1,040	12,485
Legal & Audit inc. Copyright	104	104	104	104	104	104	104	104	104	104	104	104	1,248
Insurance	607	607	607	607	607	607	607	607	607	607	607	607	7,283
Cleaning	559	559	559	559	559	559	559	559	559	559	559	559	6,711
Newspapers / Magazines	156	156	156	156	156	156	156	156	156	156	156	156	1,873
Sky / Cable / Other	358	358	358	358	358	358	358	358	358	358	358	358	4,295
Transport & Deliveries	559	559	559	559	559	559	559	559	559	559	559	559	6,711
Security	1,118	1,118	1,118	1,118	1,118	1,118	1,118	1,118	1,118	1,118	1,118	1,118	13,421
Stock-Check	224	224	224	224	224	224	224	224	224	224	224	224	2,684
Equipment Asset Financing	2,013	2,013	2,013	2,013	2,013	2,013	2,013	2,013	2,013	2,013	2,013	2,013	24,158
Rates, Maintenance & Taxes	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	1,504	18,053
Sundry operating Costs	895	895	895	895	895	895	895	895	895	895	895	895	10,737
Depreciation	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	95,000
	34,375	34,375	34,375	34,375	34,375	34,375	34,375	34,375	34,375	34,375	34,375	34,375	412,499
OPERATING PROFIT	7,527	(2,332)	2,598	2,598	14,922	24,781	133	133	14,922	54,359	14,922	44,500	179,064
Operating Profit Margin (%)	9.8%	(4.0%)	3.8%	3.8%	16.6%	22.9%	0.2%	0.2%	16.6%	33.5%	16.6%	30.9%	16.6%
INTEREST (PAID) / RECEIVED	796	775	789	807	825	861	913	937	952	986	1,078	1,131	10,849
NET PROFIT	8,323	(1,557)	3,387	3,404	15,747	25,642	1,046	1,069	15,873	55,346	16,000	45,631	189,913
TAX ON PROFITS @ 20%	(1,665)	311	(677)	(681)	(3,149)	(5,128)	(209)	(214)	(3,175)	(11,069)	(3,200)	(9,126)	(37,983)
DIVIDENDS	-	-	-	-	-	-	-	-	-	-	-	-	-
CUMULATIVE	261,329	260,084	262,793	265,517	278,115	298,628	299,465	300,321	313,019	357,296	370,096	406,601	406,601

PRO-FORMA CASHFLOW FORECAST YEAR 3

	Jan-07 £	Feb-07 £	Mar-07 £	Apr-07 £	May-07 £	Jun-07 £	Jul-07 £	Aug-07 £	Sep-07 £	Oct-07 £	Nov-07 £	Dec-07 £	Total £
RECEIPTS													
Invoiced Sales	76,579	58,561	67,570	67,570	90,093	108,112	63,065	63,065	90,093	162,168	90,093	144,149	1,081,120
Share Issue (Seed Cap)	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Payment	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Interest	796	775	789	807	825	861	913	937	952	986	1,078	1,131	10,849
	77,375	59,336	68,359	68,377	90,919	108,973	63,978	64,002	91,045	163,154	91,171	145,281	1,091,969
PAYMENTS													
Invoiced Costs	37,439	34,771	41,910	40,890	53,639	61,289	33,751	38,851	54,149	91,886	42,930	81,687	613,192
Wages	13,472	13,472	13,472	13,472	13,472	13,472	13,472	13,472	13,472	13,472	13,472	13,472	161,658
Start-up Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Fixed Assets Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-
PAYE / NI	2,641	2,694	2,694	2,694	2,694	2,694	2,694	2,694	2,694	2,694	2,694	2,694	32,272
Tax	35,934	-	-	-	-	-	-	-	-	-	-	-	35,934
VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-	-
	89,485	50,936	58,076	57,056	69,804	77,454	49,916	55,016	70,314	108,051	59,095	97,852	843,056
NET CASH FLOW	(12,111)	8,400	10,284	11,321	21,114	31,519	14,062	8,986	20,730	55,103	32,076	47,429	248,913
OPENING BANK	477,338	465,228	473,628	483,911	495,232	516,347	547,865	561,928	570,914	591,644	646,747	678,823	
CLOSING BANK	465,228	473,628	483,911	495,232	516,347	547,865	561,928	570,914	591,644	646,747	678,823	726,252	

BARWASH FINANCIAL PROJECTIONS
PRO-FORMA PROFIT & LOSS FORECAST YEAR 4

	Jan-08 £	Feb-08 £	Mar-08 £	Apr-08 £	May-08 £	Jun-08 £	Jul-08 £	Aug-08 £	Sep-08 £	Oct-08 £	Nov-08 £	Dec-08 £	Total £
TURNOVER													
Wet Sales	43,709	33,425	38,567	38,567	51,423	61,707	35,996	35,996	51,423	92,561	51,423	82,276	617,072
Dry Sales	18,048	13,801	15,924	15,924	21,233	25,479	14,863	14,863	21,233	38,219	21,233	33,972	254,791
Coffee Shop	6,765	5,173	5,969	5,969	7,959	9,551	5,571	5,571	7,959	14,326	7,959	12,734	95,509
Laundry	9,273	7,091	8,182	8,182	10,909	13,091	7,636	7,636	10,909	19,637	10,909	17,455	130,911
Merchandising	406	310	358	358	478	573	334	334	478	860	478	764	5,731
Internet	609	466	537	537	716	860	501	501	716	1,289	716	1,146	8,596
Other	90	69	80	80	106	127	74	74	106	191	106	170	1,273
Discounts (Loyalty card)	(789)	(603)	(696)	(696)	(928)	(1,114)	(650)	(650)	(928)	(1,671)	(928)	(1,485)	(11,139)
	78,111	59,732	68,921	68,921	91,895	110,274	64,327	64,327	91,895	165,411	91,895	147,032	1,102,742
COST OF SALES													
Wet Sales	25,711	19,662	22,686	22,686	30,249	36,298	21,174	21,174	30,249	54,447	30,249	48,398	362,983
Dry Sales	11,644	8,904	10,274	10,274	13,698	16,438	9,589	9,589	13,698	24,657	13,698	21,917	164,381
Coffee Shop	5,204	3,980	4,592	4,592	6,122	7,347	4,286	4,286	6,122	11,020	6,122	9,796	73,468
Other	1,654	1,265	1,460	1,460	1,946	2,335	1,362	1,362	1,946	3,503	1,946	3,114	23,353
Stock Adjustment	(8,843)	(6,762)	(7,802)	(7,802)	(10,403)	(12,484)	(7,282)	(7,282)	(10,403)	(18,726)	(10,403)	(16,645)	(124,837)
	35,371	27,048	31,209	31,209	41,612	49,935	29,129	29,129	41,612	74,902	41,612	66,580	499,349
GROSS PROFIT	42,740	32,684	37,712	37,712	50,283	60,339	35,198	35,198	50,283	90,509	50,283	80,452	603,394
Gross Profit Margin (%)	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%
OVERHEADS													
Personnel / Wages	16,489	16,489	16,489	16,489	16,489	16,489	16,489	16,489	16,489	16,489	16,489	16,489	197,862
Management / Admin Fee	456	456	456	456	456	456	456	456	456	456	456	456	5,476
Communications / Phone	106	106	106	106	106	106	106	106	106	106	106	106	1,273
Office & Office Equipment	53	53	53	53	53	53	53	53	53	53	53	53	637
Entertainment	456	456	456	456	456	456	456	456	456	456	456	456	5,476
Bank & Card Charges	106	106	106	106	106	106	106	106	106	106	106	106	1,273
Marketing, Advertising & Sponsor	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	1,061	12,734
Legal & Audit inc. Copyright	106	106	106	106	106	106	106	106	106	106	106	106	1,273
Insurance	619	619	619	619	619	619	619	619	619	619	619	619	7,428
Cleaning	570	570	570	570	570	570	570	570	570	570	570	570	6,845
Newspapers / Magazines	159	159	159	159	159	159	159	159	159	159	159	159	1,910
Sky / Cable / Other	365	365	365	365	365	365	365	365	365	365	365	365	4,381
Transport & Deliveries	570	570	570	570	570	570	570	570	570	570	570	570	6,845
Security	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	1,141	13,690
Stock-Check	228	228	228	228	228	228	228	228	228	228	228	228	2,738
Equipment Asset Financing	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	2,053	24,641
Rates, Maintenance & Taxes	1,535	1,535	1,535	1,535	1,535	1,535	1,535	1,535	1,535	1,535	1,535	1,535	18,414
Sundry operating Costs	913	913	913	913	913	913	913	913	913	913	913	913	10,952
Depreciation	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	95,000
	34,904	34,904	34,904	34,904	34,904	34,904	34,904	34,904	34,904	34,904	34,904	34,904	418,849
OPERATING PROFIT	7,836	(2,220)	2,808	2,808	15,379	25,435	294	294	15,379	55,605	15,379	45,548	184,545
Operating Profit Margin (%)	10.0%	(3.7%)	4.1%	4.1%	16.7%	23.1%	0.5%	0.5%	16.7%	33.6%	16.7%	31.0%	16.7%
INTEREST (PAID) / RECEIVED	1,210	1,188	1,203	1,221	1,241	1,278	1,332	1,357	1,373	1,409	1,503	1,558	15,873
NET PROFIT	9,047	(1,032)	4,011	4,029	16,620	26,713	1,626	1,651	16,751	57,013	16,882	47,106	200,418
TAX ON PROFITS @ 20%	(29,543)	27,940	(802)	(806)	(3,324)	(5,343)	(325)	(330)	(3,350)	(11,403)	(3,376)	(9,421)	(40,084)
DIVIDENDS	-	-	-	-	-	-	-	-	-	-	-	-	-
CUMULATIVE	386,105	413,013	416,222	419,445	432,741	454,112	455,412	456,733	470,134	515,745	529,250	566,935	566,935

PRO-FORMA CASHFLOW FORECAST YEAR 4

	Jan-08 £	Feb-08 £	Mar-08 £	Apr-08 £	May-08 £	Jun-08 £	Jul-08 £	Aug-08 £	Sep-08 £	Oct-08 £	Nov-08 £	Dec-08 £	Total £
RECEIPTS													
Invoiced Sales	78,111	59,732	68,921	68,921	91,895	110,274	64,327	64,327	91,895	165,411	91,895	147,032	1,102,742
Share Issue (Seed Cap)	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Payment	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Interest	1,210	1,188	1,203	1,221	1,241	1,278	1,332	1,357	1,373	1,409	1,503	1,558	15,873
	79,321	60,920	70,125	70,143	93,136	111,552	65,659	65,683	93,268	166,820	93,398	148,590	1,118,616
PAYMENTS													
Invoiced Costs	38,188	35,466	42,748	41,708	54,712	62,514	34,426	39,628	55,232	93,724	43,789	83,321	625,456
Wages	13,741	13,741	13,741	13,741	13,741	13,741	13,741	13,741	13,741	13,741	13,741	13,741	164,891
Start-up Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Fixed Assets Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-
PAYE / NI	2,694	2,748	2,748	2,748	2,748	2,748	2,748	2,748	2,748	2,748	2,748	2,748	32,917
Tax	37,983	-	-	-	-	-	-	-	-	-	-	-	37,983
VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-	-
	92,605	51,955	59,237	58,197	71,201	79,003	50,915	56,116	71,721	110,212	60,277	99,809	861,247
NET CASH FLOW	(13,283)	8,965	10,888	11,946	21,936	32,549	14,744	9,567	21,547	56,608	33,121	48,781	257,369
OPENING BANK	726,252	712,968	721,933	732,821	744,767	766,703	799,252	813,996	823,564	845,111	901,718	934,839	
CLOSING BANK	712,968	721,933	732,821	744,767	766,703	799,252	813,996	823,564	845,111	901,718	934,839	983,620	

BARWASH FINANCIAL PROJECTIONS
PRO-FORMA PROFIT & LOSS FORECAST YEAR 1

	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£
TURNOVER													
Wet Sales	-	-	-	36,343	48,457	58,148	33,920	33,920	48,457	87,222	48,457	77,531	472,453
Dry Sales	-	-	-	15,006	20,008	24,009	14,006	14,006	20,008	36,014	20,008	32,013	195,077
Coffee Shop	-	-	-	5,625	7,500	9,000	5,250	5,250	7,500	13,500	7,500	12,000	73,125
Laundry	-	-	-	7,710	10,280	12,336	7,196	7,196	10,280	18,504	10,280	16,448	100,230
Merchandising	-	-	-	338	450	540	315	315	450	810	450	720	4,388
Internet	-	-	-	506	675	810	473	473	675	1,215	675	1,080	6,581
Other	-	-	-	75	100	120	70	70	100	180	100	160	975
Discounts (Loyalty card)	-	-	-	(656)	(875)	(1,050)	(612)	(612)	(875)	(1,574)	(875)	(1,400)	(8,528)
	-	-	-	64,946	86,595	103,914	60,616	60,616	86,595	155,871	86,595	138,552	844,300
COST OF SALES													
Wet Sales	-	-	-	21,378	28,504	34,205	19,953	19,953	28,504	51,307	28,504	45,606	277,913
Dry Sales	-	-	-	9,681	12,908	15,490	9,036	9,036	12,908	23,235	12,908	20,653	125,856
Coffee Shop	-	-	-	4,327	5,769	6,923	4,038	4,038	5,769	10,385	5,769	9,231	56,250
Other	-	-	-	1,375	1,834	2,201	1,284	1,284	1,834	3,301	1,834	2,934	17,880
Stock Adjustment	-	-	-	(7,352)	(9,803)	(11,764)	(6,862)	(6,862)	(9,803)	(17,646)	(9,803)	(15,685)	(95,580)
	-	-	-	29,409	39,212	47,055	27,449	27,449	39,212	70,582	39,212	62,740	382,320
GROSS PROFIT	-	-	-	35,537	47,383	56,859	33,168	33,168	47,383	85,289	47,383	75,812	461,980
Gross Profit Margin (%)	-	-	-	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%
OVERHEADS													
Personnel / Wages	-	-	-	15,538	15,538	15,538	15,538	15,538	15,538	15,538	15,538	15,538	139,838
Management / Admin Fee	-	-	-	430	430	430	430	430	430	430	430	430	3,870
Communications / Phone	-	-	-	100	100	100	100	100	100	100	100	100	900
Office & Office Equipment	-	-	-	50	50	50	50	50	50	50	50	50	450
Entertainment	-	-	-	430	430	430	430	430	430	430	430	430	3,870
Bank & Card Charges	-	-	-	100	100	100	100	100	100	100	100	100	900
Marketing, Advertising & Sponsor	-	-	-	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	1,000	9,000
Legal & Audit inc. Copyright	-	-	-	100	100	100	100	100	100	100	100	100	900
Insurance	-	-	-	583	583	583	583	583	583	583	583	583	5,250
Cleaning	-	-	-	538	538	538	538	538	538	538	538	538	4,838
Newspapers / Magazines	-	-	-	150	150	150	150	150	150	150	150	150	1,350
Sky / Cable / Other	-	-	-	344	344	344	344	344	344	344	344	344	3,096
Transport & Deliveries	-	-	-	538	538	538	538	538	538	538	538	538	4,838
Security	-	-	-	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	1,075	9,675
Stock-Check	-	-	-	215	215	215	215	215	215	215	215	215	1,935
Equipment Asset Financing	-	-	-	1,935	1,935	1,935	1,935	1,935	1,935	1,935	1,935	1,935	17,415
Rates, Maintenance & Taxes	-	-	-	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	1,446	13,014
Sundry operating Costs	-	-	-	860	860	860	860	860	860	860	860	860	7,740
Depreciation	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	95,000
	7,917	7,917	7,917	33,348	33,348	33,348	33,348	33,348	33,348	33,348	33,348	33,348	323,878
OPERATING PROFIT	(7,917)	(7,917)	(7,917)	2,189	14,035	23,512	(180)	(180)	14,035	51,941	14,035	42,465	138,103
Operating Profit Margin (%)	-	-	-	3.4%	16.2%	22.6%	(0.3%)	(0.3%)	16.2%	33.3%	16.2%	30.6%	16.4%
INTEREST (PAID) / RECEIVED	-	(208)	(418)	(5)	24	57	106	127	140	172	259	309	564
NET PROFIT	(7,917)	(8,125)	(8,335)	2,184	14,059	23,569	(74)	(52)	14,176	52,114	14,294	42,774	138,667
TAX ON PROFITS @ 20%	-	-	-	-	-	(3,087)	15	10	(2,835)	(10,423)	(2,859)	(8,555)	(27,733)
DIVIDENDS	-	-	-	-	-	-	-	-	-	-	-	-	-
CUMULATIVE	(7,917)	(16,042)	(24,377)	(22,193)	(8,133)	12,348	12,290	12,248	23,588	65,279	76,714	110,934	110,934

PRO-FORMA CASHFLOW FORECAST YEAR 1

	Jan-05	Feb-05	Mar-05	Apr-05	May-05	Jun-05	Jul-05	Aug-05	Sep-05	Oct-05	Nov-05	Dec-05	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£
RECEIPTS													
Invoiced Sales	-	-	-	64,946	86,595	103,914	60,616	60,616	86,595	155,871	86,595	138,552	844,300
Share Issue (Seed Cap)	-	-	350,000	-	-	-	-	-	-	-	-	-	350,000
Mortgage Payment	250,000	-	-	-	-	-	-	-	-	-	-	-	250,000
Bank Interest	-	(208)	(418)	(5)	24	57	106	127	140	172	259	309	564
	250,000	(208)	349,582	64,941	86,619	103,971	60,723	60,744	86,735	156,043	86,854	138,861	1,444,865
PAYMENTS													
Invoiced Costs	-	-	-	36,762	51,556	58,909	32,440	37,342	52,047	88,318	41,263	78,515	477,151
Wages	-	-	-	12,948	12,948	12,948	12,948	12,948	12,948	12,948	12,948	12,948	116,535
Start-up Costs	25,000	25,000	225,000	-	-	-	-	-	-	-	-	-	275,000
Fixed Assets Purchases	250,000	-	75,000	-	-	-	-	-	-	-	-	-	325,000
PAYE / NI	-	-	-	-	2,589	2,589	2,589	2,589	2,589	2,589	2,589	2,589	20,713
Tax	-	-	-	-	-	-	-	-	-	-	-	-	-
VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-	-
	275,000	25,000	300,000	49,710	67,094	74,446	47,978	52,879	67,584	103,855	56,801	94,052	1,214,400
NET CASH FLOW	(25,000)	(25,208)	49,582	15,231	19,525	29,525	12,745	7,864	19,151	52,188	30,054	44,809	230,465
OPENING BANK	-	(25,000)	(50,208)	(627)	14,604	34,130	63,654	76,399	84,263	103,414	155,602	185,656	
CLOSING BANK	(25,000)	(50,208)	(627)	14,604	34,130	63,654	76,399	84,263	103,414	155,602	185,656	230,465	

BARWASH FINANCIAL PROJECTIONS
PRO-FORMA PROFIT & LOSS FORECAST YEAR 5

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£
TURNOVER													
Wet Sales	44,583	34,093	39,338	39,338	52,451	62,941	36,716	36,716	52,451	94,412	52,451	83,922	629,413
Dry Sales	18,409	14,077	16,243	16,243	21,657	25,989	15,160	15,160	21,657	38,983	21,657	34,652	259,886
Coffee Shop	6,901	5,277	6,089	6,089	8,118	9,742	5,683	5,683	8,118	14,613	8,118	12,989	97,419
Laundry	9,458	7,233	8,346	8,346	11,127	13,353	7,789	7,789	11,127	20,029	11,127	17,804	133,529
Merchandising	414	317	365	365	487	585	341	341	487	877	487	779	5,845
Internet	621	475	548	548	731	877	511	511	731	1,315	731	1,169	8,768
Other	92	70	81	81	108	130	76	76	108	195	108	173	1,299
Discounts (Loyalty card)	(805)	(615)	(710)	(710)	(947)	(1,136)	(663)	(663)	(947)	(1,704)	(947)	(1,515)	(11,362)
	79,673	60,927	70,300	70,300	93,733	112,480	65,613	65,613	93,733	168,720	93,733	149,973	1,124,797
COST OF SALES													
Wet Sales	26,226	20,055	23,140	23,140	30,854	37,024	21,598	21,598	30,854	55,536	30,854	49,366	370,243
Dry Sales	11,877	9,082	10,479	10,479	13,972	16,767	9,781	9,781	13,972	25,150	13,972	22,356	167,669
Coffee Shop	5,308	4,059	4,684	4,684	6,245	7,494	4,371	4,371	6,245	11,241	6,245	9,992	74,938
Other	1,687	1,290	1,489	1,489	1,985	2,382	1,390	1,390	1,985	3,573	1,985	3,176	23,820
Stock Adjustment	(9,019)	(6,897)	(7,958)	(7,958)	(10,611)	(12,733)	(7,428)	(7,428)	(10,611)	(19,100)	(10,611)	(16,978)	(127,334)
	36,078	27,589	31,833	31,833	42,445	50,934	29,711	29,711	42,445	76,400	42,445	67,911	509,336
GROSS PROFIT	43,595	33,338	38,466	38,466	51,288	61,546	35,902	35,902	51,288	92,319	51,288	82,062	615,462
Gross Profit Margin (%)	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%	54.7%
OVERHEADS													
Personnel / Wages	16,818	16,818	16,818	16,818	16,818	16,818	16,818	16,818	16,818	16,818	16,818	16,818	201,819
Management / Admin Fee	465	465	465	465	465	465	465	465	465	465	465	465	5,585
Communications / Phone	108	108	108	108	108	108	108	108	108	108	108	108	1,299
Office & Office Equipment	54	54	54	54	54	54	54	54	54	54	54	54	649
Entertainment	465	465	465	465	465	465	465	465	465	465	465	465	5,585
Bank & Card Charges	108	108	108	108	108	108	108	108	108	108	108	108	1,299
Marketing, Advertising & Sponsor	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	1,082	12,989
Legal & Audit inc. Copyright	108	108	108	108	108	108	108	108	108	108	108	108	1,299
Insurance	631	631	631	631	631	631	631	631	631	631	631	631	7,577
Cleaning	582	582	582	582	582	582	582	582	582	582	582	582	6,982
Newspapers / Magazines	162	162	162	162	162	162	162	162	162	162	162	162	1,948
Sky / Cable / Other	372	372	372	372	372	372	372	372	372	372	372	372	4,468
Transport & Deliveries	582	582	582	582	582	582	582	582	582	582	582	582	6,982
Security	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	1,164	13,963
Stock-Check	233	233	233	233	233	233	233	233	233	233	233	233	2,793
Equipment Asset Financing	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	2,095	25,134
Rates, Maintenance & Taxes	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	1,565	18,782
Sundry operating Costs	931	931	931	931	931	931	931	931	931	931	931	931	11,171
Depreciation	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	7,917	95,000
	35,444	35,444	35,444	35,444	35,444	35,444	35,444	35,444	35,444	35,444	35,444	35,444	425,326
OPERATING PROFIT	8,151	(2,106)	3,023	3,023	15,845	26,102	458	458	15,845	56,875	15,845	46,618	190,136
Operating Profit Margin (%)	10.2%	(3.5%)	4.3%	4.3%	16.9%	23.2%	0.7%	0.7%	16.9%	33.7%	16.9%	31.1%	16.9%
INTEREST (PAID) / RECEIVED	1,639	1,615	1,631	1,650	1,671	1,709	1,765	1,791	1,808	1,845	1,942	1,999	21,068
NET PROFIT	9,791	(491)	4,654	4,673	17,516	27,812	2,223	2,249	17,653	58,721	17,787	48,617	211,203
TAX ON PROFITS @ 20%	(1,958)	98	(931)	(935)	(3,503)	(5,562)	(445)	(450)	(3,531)	(11,744)	(3,557)	(9,723)	(42,241)
DIVIDENDS	-	-	-	-	-	-	-	-	-	-	-	-	-
CUMULATIVE	574,768	574,375	578,098	581,836	595,849	618,098	619,877	621,676	635,798	682,775	697,004	735,898	735,898

PRO-FORMA CASHFLOW FORECAST YEAR 5

	Jan-09	Feb-09	Mar-09	Apr-09	May-09	Jun-09	Jul-09	Aug-09	Sep-09	Oct-09	Nov-09	Dec-09	Total
	£	£	£	£	£	£	£	£	£	£	£	£	£
RECEIPTS													
Invoiced Sales	79,673	60,927	70,300	70,300	93,733	112,480	65,613	65,613	93,733	168,720	93,733	149,973	1,124,797
Share Issue (Seed Cap)	-	-	-	-	-	-	-	-	-	-	-	-	-
Mortgage Payment	-	-	-	-	-	-	-	-	-	-	-	-	-
Bank Interest	1,639	1,615	1,631	1,650	1,671	1,709	1,765	1,791	1,808	1,845	1,942	1,999	21,068
	81,313	62,542	71,931	71,950	95,404	114,189	67,378	67,404	95,541	170,565	95,675	151,972	1,145,865
PAYMENTS													
Invoiced Costs	38,951	36,176	43,603	42,542	55,806	63,765	35,115	40,420	56,337	95,598	44,665	84,987	637,965
Wages	14,016	14,016	14,016	14,016	14,016	14,016	14,016	14,016	14,016	14,016	14,016	14,016	168,189
Start-up Costs	-	-	-	-	-	-	-	-	-	-	-	-	-
Fixed Assets Purchases	-	-	-	-	-	-	-	-	-	-	-	-	-
PAYE / NI	2,748	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	2,803	33,576
Tax	40,084	-	-	-	-	-	-	-	-	-	-	-	40,084
VAT	-	-	-	-	-	-	-	-	-	-	-	-	-
Dividends	-	-	-	-	-	-	-	-	-	-	-	-	-
	95,798	52,994	60,422	59,361	72,625	80,583	51,933	57,238	73,155	112,416	61,483	101,805	879,813
NET CASH FLOW	(14,486)	9,548	11,509	12,590	22,780	33,606	15,446	10,166	22,386	58,148	34,192	50,167	266,052
OPENING BANK	983,620	969,135	978,682	990,192	1,002,781	1,025,561	1,059,167	1,074,613	1,084,778	1,107,164	1,165,313	1,199,505	
CLOSING BANK	969,135	978,682	990,192	1,002,781	1,025,561	1,059,167	1,074,613	1,084,778	1,107,164	1,165,313	1,199,505	1,249,672	