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The subject

A business plan for Sports Complex “THE B.P.M SPORTS’ CENTER” in El Taref

Master thesis in Entrepreneurship

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Abstract

The B.P.M Sports' Center is a low cost compound situated in el Kalla-Taref, in a wild virgin area, dedicated to multidisciplinary professional athletes from different sporting disciplines with better physical and mental preparations for different national, and international competitions.

Our Ecological center is friendly with an environment constructed with recycling materials for a cozy stay to welcome our guests.

In addition to that, we offer only healthy food to our guests to maintain their high performances.

We gathered information from the athletes by means of a survey to distinguish the obstacles and issues and the needs from our target group as a consequence to offer our services based on the analysis of their opinions and perspectives.

We have taken note of the issue of the lack of budgets, the less preparations before competitions, and the mental support before and after these competitions.

Based on all the above elements, we have concluded that we ought to establish a center in an adequate environment, with an affordable cost, plus the healthy diet as an added value.

Key words: Entrepreneurship, Sport, A business plan, Healthy, Ecological

الملخص

مركز "بي بي إم للرياضة" عبارة عن مجمع منخفض التكلفة يقع في القالة- الطارف ، في منطقة غابية برية ، مخصص للرياضيين المحترفين متعددي التخصصات الرياضية مع تقديم خدمات من أجل الاستعدادات البدنية والعقلية ملائمة لمختلف المسابقات الوطنية والدولية.

مركزنا البيئي مريح مع بيئة ملائمة فهو مبني بمواد إعادة التصنيع لتوفير إقامة مريحة لضيوفنا.

بالإضافة إلى ذلك، نحن نقدم فقط الطعام الصحي لضيوفنا للحفاظ على أداؤهم العال.

فقد قمنا بجمع المعلومات من الرياضيين عن طريق استبيان مسح لتمييز العقبات والعراقيل والاحتياجات من مجموعتنا المستهدفة لهدف تقديم خدماتنا بناءً على تحليل آرائهم ووجهات نظرهم.

لقد لاحظنا عقبات تتمثل في قلة الميزانيات، وقلة الاستعدادات قبل المسابقات، والدعم الذهني قبل هذه المسابقات وبعدها.

بناءً على جميع العناصر المذكورة أعلاه، خلصنا إلى أنه يجب علينا إنشاء مركز في بيئة مناسبة، بتكلفة معقولة ، بالإضافة إلى النظام الغذائي الصحي كقيمة مضافة.

الكلمات المفتاحية: ريادة الأعمال ، الرياضة ، خطة العمل ، أكل صحي ، بنية.

General Introduction

General Introduction

“Health and well being”, “Environment and Climate protection” these are two main goals established by the UN Vision 2030, and as Algeria signed the chart and has become involved to play a major role to set all the necessities for a better world.

The choice has been made to implement this “B.P.M Sports’ center” which is an Algerian multidisciplinary sports’ center that aims to provide physical and mental preparations to all kind of professional athletes from different ages and genders in sports namely; Karate, Judo, Athletics, Kung-Fu...etc.

This project will be situated in El Kala city in the North East of Algeria, which is considered as an adequate place with less urbanism constructions, and it is, in fact, a UNESCO national park protection with a considerable surface of mountains, lakes, beaches and grass, which will be a fantastic climate for these athletes.

My project will be the first **ECOLOGICAL** center in Algeria that will be designed and constructed primarily with recycling materials that will equip our athletes with the most cozy and comfortable accommodation during their journey.

Another value that my project will work on is the **HEALTHY** food; our target customers and clients will be professional athletes and they are in the real need of the healthy food to enable them to rank high during their preparation for competitions.

Last but not least, our center will be the first **LOW COST** venue in Algeria in order to give the chance to all the NGOs and Sports’ clubs that have a low budget and it will consequently be a great opportunity to make their physical preparations before heading to official competitions.

Our study was divided into three chapters; by realizing the marketing, production, organizational and financial plans, where we tried to present them theoretically and embody them in practice in order to complete this project.

From the above, we conclude that the business plan is necessary for the realization and success of any project since it gives the owner of the project a profound vision and identifies the obstacles and expected risks so that he/she can avoid them

General Introduction

Main research question:

Based on the above, the problem of our project can be formulated as follows:

How to prepare a business plan for a low cost and eco-healthy Sports' project in El Kalla-Taref?

Research questions:

From this main question, a number of sub-questions are branched and which require further answering:

What is Entrepreneurship?

What is the importance of Entrepreneurship?

What do we mean by an entrepreneur?

What are his personal characteristics?

What is the business plan?

What are its components?

Is our Sports' center project feasible on the ground?

What are the challenges facing the establishment of this project?

The reasons for choosing the topic:

Being an entrepreneurship student.

Being an active athlete and a future sports trainer.

Having a personal will and motivation to implement the project in real life.

Research importance:

Defining the role of the business plan in clarifying the image of the project in the future. The appropriate material and equipment's selection in addition to human and technological means, as well as the reliable strategy of the company

Reducing the risk and facing the future challenges of the company

Research objectives:

The aim of this study is to clarify the theoretical and practical process of creating and assessing the project by highlighting the basic concepts of entrepreneurship and the business plan, in addition to its importance as a fundamental mechanism for analyzing the necessary information to implement the project.

Chapter One

ENTREPRENEURSHIP AND THE ENTREPRENEUR

Preface

The economic and global system has witnessed great developments that can be considered as the main reason for the difference in the position occupied entrepreneurship.

Companies as engines of economic development and the rapid changes and transformations in the global economy have accelerated the emergence of small and medium companies as a means to advance the pace of development, by assembling entrepreneurial projects as their front locomotive, causing an economic and social renaissance and leading to a sound economic and national growth while facing global competitions. However, the bet for the success of such projects is linked to the competitive skills available to the entrepreneur himself.

Our first chapter was divided into two sections clarifying the nature of entrepreneurship and the entrepreneur as a drive for the entrepreneurial process.

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1 Entrepreneurship

Entrepreneurship is considered as the main engine of the economic and social development worldwide through the important role it plays in the economic sector. Therefore, interest in it has been increased, as it becomes a wide field for researchers, business managers, and even governments are promoting it due to the limited positions and the high rate of unemployment, especially for the educated segment of society.

It has become necessary to encourage the trend towards Entrepreneurship in order to create new job positions and implement ideas that have not yet been adopted and that generate competitive advantages for all of them.

In the upcoming chapter I will discuss the definition of Entrepreneurship, its importance, its conception, the idea and the entrepreneurial opportunity.

1-1 Entrepreneurship definition

Robert C. Ronstadt refers to Entrepreneurship “as the dynamic process of creating wealth. This wealth is created by individuals who assume the major risks in terms of equity, time, and/or career commitment of providing value for some product or service. The product or service itself may or may not be new or unique but value must somehow be infused by the entrepreneur by securing and allocating the necessary skills and resources”. (Garg, 2003)

However, **Hisrich** said that Entrepreneurship “is a process of creating something new with value by devoting the necessary time and effort, assuming the accompanying financial, psychic and social risks and receiving the resulting rewards of monetary and personal satisfaction and independence”. (Grag, Small Scale Entrepreneurship, 2003)

The definition of **Hisrich** is focused on three main aspects:

1. Entrepreneurship involves the creation process, creating something new of value that creation should have a both side value on the entrepreneur and the audience.
2. Entrepreneurship requires the devotion of necessary time and efforts
3. Assuming all types of risks (Financial, psychic and social)

Entrepreneurship is a profit process of creating or developing an innovative product/services by taking advantage of the Entrepreneurial opportunities in order to create a value by means of a taken risk.

1-2 The importance of Entrepreneurship

- Creating wealth by providing superior products and services to meet advanced customer needs.
- The expansion and the growth of organizations lead to a development of the areas in which they are located.
- Activating the factors of production through the investment of the entrepreneurial opportunities in the society.
- The level of development of the national economy depends on the level of entrepreneurship in it, as it is able to maintain the competitiveness of business locally and abroad.
- Achieving superior customer satisfaction and loyalty by possessing the necessary strategies and encouraging innovation.
- Foster an environment of superior achievement to motivate and maintain the best skills in the society
- Enhance business reputation through integrity and responsibility.
- It is considered as the main driver and motive for changing the culture of society by changing the culture of the business.
- Improving national income and export volume through a high economic growth rate.
- The creation of new job positions and reduce the unemployment

1-3 The Entrepreneurship perspectives :

1- Entrepreneurship as an organizational phenomenon:

This conception was established by **Garnter (1988-1993)**, who considers that the entrepreneurship is Establishing a new organization that focuses mainly on the whole work that the entrepreneur has set up and coordinating resources in order to embody the idea of a structured project and to be able to control the change in the mode of activity and keep pace with new entrepreneurial activities.

On the other hand, **Bruyat(1993)** believes that all established companies can lead to situations in which the intensity of change for the individual in addition to the importance of the provided value is a high level, where companies can be established through imitation or reproduction.

2- Entrepreneurship to seize opportunities:

This conception is based on the principle of the entrepreneurial opportunity, which leads to the same concept as the first scenario, but here the new appearance is related to a new economic activity and not the need to a new organization creation

Shane and Venkatarma define Entrepreneurship as a series of practices that have the opportunity to discover, value and exploit opportunities that allow the creation of future products and services.

However, opportunities according to **Cosson**, mean situations that allow the introduction of new products, services and primary resources, in addition to introducing new ways of organizing, and selling them at a price higher than the cost of its production. This will be done by the entrepreneur who is considered as a person capable of discovering non-valuable resources, which he/she purchases and organizes in order to resell them in the form of valued goods and products, and the entrepreneur's recognition of these opportunities generate a perception that pushes him/her to create an organization.

3- Entrepreneurship duality (Individual—Value):

The scientific research studied in the field of entrepreneurship is the duality:

Individual → Value creation

The individual is a necessary condition for the creation of value

Individual → the value creation

The value creation, by its support, involves the individual who defines him/herself, with regards to it for a large part.

It takes a prominent place in his/her life (activities, goals, resources and social status...), it is likely to transform his/her characteristics (know-how, values, attitudes...)

The value creation → Individual

1-4 From idea to Entrepreneurial opportunity

1. Role and origin of ideas in an entrepreneurial project:

A great idea is nothing more than a tool among the hands of an individual or a team. It is not the idea that is the main ingredient, but the work that can be done from an idea.

Good ideas are not necessarily good opportunities; it depends on the individual, the time and resources available, the timing and probably luck.

Capturing emerging ideas involves the existence, acquisition and development of listening and observation skills. Ideas come almost naturally to those who know how to observe and question their surroundings, who are attentive to market needs that are not yet or badly satisfied and fulfilled, also to those who know how to take advantages of the fruitful meetings.

It would be necessary to develop an ability to « absorb » a maximum of information and ideas, before seeing them pouring away.

2. The opportunity assessment and evaluation :

The Entrepreneurial opportunity is the result of a new combination of several production factors which demonstrate itself in the introduction of a new product, a new method of production, when exploiting a new market, the acquisition of a new source of supply and finally of a new form of industrial organization.

A business opportunity can be defined by a profitable project that has a value created within it, has the potential for development and sustainability in the market , taking into account the market opportunity and the resources mobilized by the individual.

The opportunity therefore depends on:

- The individual (desires, motivations, values, skills, knowledge, relationships, and financial resources);
- The environment (things to do, accessibility, hostility, potentialities, and solvency);
- Access to resources (availability, cost of acquisition and use);
- The time needed to size the project, estimate the necessary resources and obtain them. Opportunity= idea(s)+entrepreneurial creativity

3. Deconstruction and recomposition of the initial idea:

The business opportunity is built from an initial idea that will be confronted with an environment, needs, behaviors and possibilities. This initial idea is not necessarily the one on which the opportunity will be based, it is necessary to see the initial idea as a shaped material which can take (almost) an infinity of forms. Among these forms, some may prove to be good opportunities for the individual. The creativity approach must be applied around these elements, to try to identify:

- Other applications of the technology;

- Other markets or market segments;
- Other technologies and skills.

4. The assessment of the alternatives:

When the alternatives have been identified, it is possible to assess and compare them through the criteria below that are adequate for this work :

- Intrinsic (Inherent) value of the alternative.

What possible value can be created?

What is the level of adequacy between (product, Market)?

What is the potential and solvency of the market or segment for which the alternative is intended to tackle?

-Relative value of the alternative. What is the position of the individual vis-à-vis the alternative? in terms of the main purposes, preferences and necessary resources?

-The Accessibility of the alternative in the creation phase. What is the time needed to settle in the market or in the target company? What are the barriers and obstacles by to entry?

2 The entrepreneur

2-1 Definition: (Grag, Small Scale Entrepreneurship)

Richard Cantillon (1697-1734) developed one of the early theories of the entrepreneur and is regarded by some of the founder of the term, he viewed the entrepreneur as a risk taker ; observing those merchants, farmers, craftsmen and other sol proprietors « buy at a certain price and sell at an uncertain price. Therefore operating at risk. »

Joseph A.Schumpeter (1883-1950) the entrepreneur is someone who carries out « new combinations » by such things as introducing new products and processes, identifying new exports market or sources of supply, or creating new types of organization.

Peter Drucker Defines an entrepreneur as one, who always searches for change, responds to it and exploits as an opportunity. According to him « Entrepreneur INNOVATE » with the fulfillment of three conditions:

- Innovation is work, it requires knowledge, it requires ingenuity, it makes great demand on diligence, persistence and commitment.
- To succeed, innovation must built on strengths.
- Innovation always has to be close to the market, indeed market driven.

2-2 Characteristics of Entrepreneur

- **An eye for opportunity:** Many entrepreneurs start by finding a need and quickly satisfying it. They are always alert to opportunities. They are very much quick to see and grab opportunities. They plan intellectually and anticipate carefully how to achieve their goals inrealizing an opportunity.
- **Independence:** Even though most entrepreneurs know how to work within the framework for the sake of profits, they enjoy being their own boss. They like doing things their own way. The characteristics of independence and the sense of determination are the drives that make an entrepreneur start their own business. In a way, their own business fulfills their need for independence.

Chapter One

- **Self-confidence:** Entrepreneurs must demonstrate extreme self confidence in order to cope with all the risks of operating their own business. Most successful entrepreneurs are confident of achieving realistic and challenging goals. They get into business or industry with a high level of self-confidence. This, coupled with a sense of effectiveness ultimately contribute to the success of the venture
- **Ability to accept change:** Change occurs frequently when you own your own business, the entrepreneur thrives on changes and their business grows. An entrepreneur may need to change his/her plans in order to help the business grow. Entrepreneurs look at many solutions to their problems. They realize that other people may know how to do something better. Entrepreneurs can choose the best way to do something, even if it is different from how they want to do it.
- **Make stress work for them:** On the roller coaster to business success, the entrepreneur often copes by focusing on the end result and not the process of getting there. Entrepreneurs are capable of working for long hours and solving different complexities at the same time. As the captain of an industry or an enterprise, an entrepreneur faces a number of problems and in right moment he takes right decisions which may involve physical as well as mental stress.
- **Risk-bearing:** Entrepreneurs are the persons who take decisions under uncertainty and thus they are willing to take risk, but they never gamble with the results. They choose moderate risk rather than play wild gamble. They, therefore, undertake calculated risk which is high enough to be exciting, but with a fairly reasonable chance to win.
- **Creative and Innovators:** Successful entrepreneurs are innovators. They constantly put their efforts in introducing new products, new method of production, opening new markets and reorganizing the enterprise. They always try not to be satisfied with conventional and routine way of doing things, but always think of how they can do them in a better way.
- **Leadership:** Entrepreneurs should possess the quality of leadership. Leadership is the ability to exert interpersonal influence by means of communication towards the achievement of goals. Entrepreneurs as leaders should provide the necessary spark of motivation by guiding, inspiring, assisting and directing the members of the group for achievement of unity of action, efforts and purpose. According to George R. Terry: “Leadership is the activity of influencing people of strive willingly for group objectives”. Thus, entrepreneur, as the leader of the group, can ensure high performance by creating a well-to-do environment among others.

2-3 CSIP model:

CSIP is the abbreviation of « Configuration » « Stratégique » « Instantanée » « Percue »

Which translates in English to Perceived Instantaneous Strategic Configuration

The use of the CSIP model in our dissertation is based on two main reasons:

- The CSIP is the matrix of the creator's project decisions/actions
- The representations are exclusively accessible in a support relationship.

The CSIP can be analyzed by appealing to a classic problematic of the company's strategy where there is always a search for a COHERENCE or a HARMONY between the aspirations of the leaders, a present/future state of the environment where the company will be , and the company's internal capacities and resources.

Most of the times, heads of the large companies find it tough and difficult to set strategies due to the aforementioned problematic, thus, this last assumes:

- That the strategic core (leaders or heads of the company) are the only actors able to exercise an influence on the orientations of the company, however, the other members of the organization are being only performers and the environment being passive.
- That the implementation of these decisions by actors who did not participate in their preparation is not considered as a problem for the company.
- A rational approach, clarity in the process, stability and coherence of the goals, and accessibility to a certain, large, none expensive information.

The diagram has three overlapping surfaces:

- i. The aspirations of the entrepreneur.
- ii. The perception of his/her skills, competencies and resources.
- iii. The perception of the opportunities or possibilities offered by the environment.

These perceptions concern the present but also the future as we have mentioned above ; In other words, the entrepreneur may not have an office or another equipment or material necessary for his/her future business, but estimates that he/she will be able to find them without difficulty when he/she needs them.

Chapter One

The intersection between the three previously mentioned surfaces makes it possible to delimit several areas; we will only highlight those which are relevant to our process.

Area A « The Entrepreneur Aspirations »

In this area, the individual considers that he/she has the means and skills to develop projects with a good chance of succeeding; he/she has a positive perception of his/her own effectiveness.

Area B « RESOURCES & COMPETENCIES »

Related to actions or projects coherent with the aspirations, skills, resources of the individual, but which does not seem to be accepted by the environment.

Area C « THE ENVIRONMENT »

Related to desired and possible actions regarding to the environment, but for which the creator considers that he/she does not have the necessary skills and resources, without foreseeing the possibility of obtaining them for the present moment.

Area D « AREA OF POSSIBILITIES »

This is the « Area of possibilities » the most important part of the CSIP model that do not or no longer related to the aspirations of the individual.

Over time, a project is likely to evolve in these different areas. A project or a vision located in. So, for the case of continuity in the process, the CSIP of the creator must be in its area of coherence, but also by fulfilling two conditions:

- The action of creating is desired.
- Resistance to change.

After assessing the unmeasurable Area D (Area of possibilities) whenever the area is too small then the project is abandoned (the CSIP is not in its coherence area), thus, the stop of the process or return to the search of other idea.

However, when the area of possibilities is large and engaged by this dynamic (consistency of the CSIP of the creator and expression of his/her wish and intention to carry on) in this case, it is the beginning of phase 2 in this synthesis model by a repositioning of the area A into an area B over time .

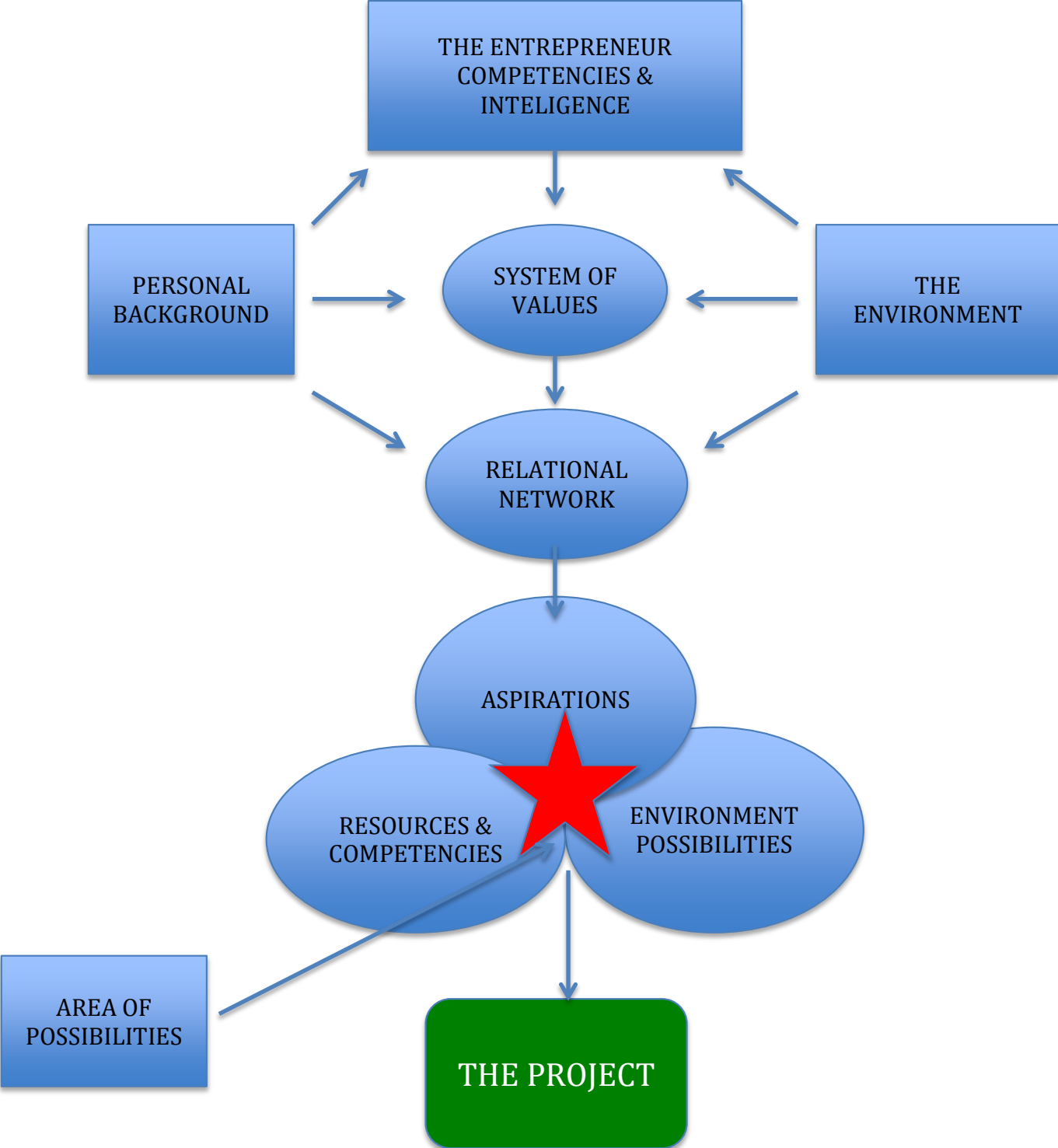


FIGURE 01 CSIP Model

(Hanane, 2021) Entrepreneurship course

The chapter's conclusion

Entrepreneurship has become one of the most important areas of business in which the interest has increased interest in most countries of the world, as it has become the most prominent for economic and social development alike.

However, all of the previously discussed changes should be driven by the entrepreneur and his diverse characteristics as we have seen in the above chapter.

Chapter TWO

THE THEORETICAL PART OF THE BUSINESS PLAN

Preface

If a business plan is important for all companies, then its importance increases when it comes to establishing small and medium companies, as the latter are by their nature limited in capabilities and experience, given an unknown future in which they lack the characteristic of concentration in the market, where it is necessary to define the same as a transaction that deserves to be trusted and enjoys full seriousness and professionalism in establishing a partnership with others, and accordingly a business plan forms an image that reflects the personality of this newcomer and allows others to evaluate the opportunities to deal with, as a consequence, they accept him as an element of the market.

Therefore, we find that the establishment of companies and entrepreneurship today have begun to take on a wide importance in our society, as the entrepreneurship must activate companies and individuals, and also contribute to the renewal of companies and create job opportunities.

1 The basics of the Business plan

1-1 Definition

By conducting a review of many of the definitions that came in the process of explaining the concept of the business plan, which is very large number , each defined according to his specialization and purpose of this plan, but it can be concluded that a set of elements met these definitions, which expresses that the business plan is a written document that expresses a work plan for the future, that organizes many scenarios, it should be characterized by strategic flexibility, and includes a set of information (financial, organizational, marketing, legal) customized according to the category directed to it, whether inside or outside the company.

The business plan is a written document characterized by two important characteristics: the abbreviation, so that it contains a set of information that target a specific group according to their level and area of interest, and the second characteristic is the detail: it is a file that expresses a detailed roadmap, containing a future projection and a presentation of the necessary means to achieve the vision, to demonstrate the feasibility and cost-effectiveness of the project.

The business plan is prepared by answering the following questions:

Why is this?

Why now?

Why you?

How will you earn money?

How will you get clients?

How will you develop your business? (Sahlman, 1997)

and in the process of answering these questions, the following points must be clarified in this diagram (Sahlman, 1997):

The right product/service.

The right market (at the right time).

The right team.

The right strategy.

Chapter two

1-2 Characteristics of the business plan: (Hecks, 2022)

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An excellent plan works for your company and keeps everyone on the same page. There isn't a lot of ambiguity in it, and all things are listed in an orderly fashion that is easy to absorb.

A business plan does far more than help secure venture capital when you are starting out. You'll use a strong business plan throughout the life of a company. Use it to refocus your goals, refresh your memory on growth plans, and fulfill marketing goals. Share your plan with employees, shareholders, and investors, and refer back to it to see if you need to make adjustments along the way.

The format of the business plan may be almost as important as the words within it, so use bullet points, headers, bold print, and other tricks to keep the reader engaged.

Having a solid business plan can help you successfully start, manage, and grow your business. But what are the qualities that make a business plan more than a document? What does it take to write a strong business plan?

Whether you already have a business plan written and want to edit it to perfection or you need to start from scratch, there are six characteristics every strong plan has

✓ **Clear language**

It might be tempting to throw in a bunch of industry jargon to show your knowledge of your niche. Unfortunately, most lenders won't know what you mean. It's much better to stick to language anyone can understand. You never know who you'll need to share your business plan with.

Read over the plan several times for typos and clarity. Read out loud so you can "hear" the words. You'll catch awkward phrasing by speaking the words. You can never have too many eyes on the plan. One person might catch a particular spelling error while another sees the grammatical errors.

Chapter two

Get feedback from your employees, family, mentor, and friends. You don't have to follow every suggestion, but you should consider what everyone says and choose the things that make the most sense for your business model.

Look at the business plan through the eyes of someone outside the industry. Does everything make sense? Are there any phrases someone might have to stop and look up? You don't want the reader to be thrown out of the flow of the text

✓ **Realistic goals**

While you might love to run a multi-billion-dollar conglomerate, most small businesses stay relatively small. That isn't to say you can't find great success as a small business owner, but make sure your goals are achievable.

As you work through the potential revenue numbers, pay attention to what others in your industry make in a year. You might be able to exceed that by 10%, but thinking you'll make four times what your nearest competitor does may not be very realistic.

Making your goals too lofty may hurt your chances of securing financing, too. Those considering investing in your business may feel you don't fully understand the typical earnings of your industry.

✓ **Great mission statement**

The best business plans outline the purpose of your company. Why did you start the business in the first place, and how will you leave your mark with the brand?

For example, a small landscaping company called Massey Services shares its mission statement on its website. Their overall goal is total customer satisfaction. Everything else in their statement on their webpage ties into that philosophy. They also want to build long-term relationships, they want people to trust them, and they value truth and integrity.

When you have a strong mission statement, it drives everything else you do. If your focus is on building relationships, you'll develop a company culture based on interactions with employees. Your mission statement might arguably be the thing about your company that never changes.

✓ **Methodology for results**

Make sure your business plan has a way to track results over time. Lay out the methodology of any facts and figures used to estimate revenue or what your costs will be. Then, check against those assumptions from time to time to make sure you're hitting the right beats.

For example, if you plan to hit a certain level of revenue by the end of the first year, how can you break that down into quarters, months, and weeks? What is the best way to make sure you achieve your goals?

You can't fix mistakes or make adjustments if you don't know where you are in the journey. Pay attention to how quickly the brand moves toward objectives and make adjustments as needed.

✓ **Foundation for marketing strategies**

How do you plan to get the word out about your brand? You must have a marketing strategy that makes sense for your budget and your philosophies as a brand. Perhaps you plan to work exclusively with online influencers. How much will you allocate to the budget for influencer marketing?

Take time to study who your target audience is and create buyer personas representing the average person who'll buy from you. While you might need to tweak your personas from time to time, a solid plan, in the beginning, gets things off on the right foot and helps you bring in new customers.

Figure out how much you'll spend online and offline on marketing efforts. Where can you reach your average customer? Do they mainly hang out on Facebook? If so, much of your budget can go to Facebook ads. On the other hand, if they use TikTok and rarely visit Facebook, you might want to put more time, energy, and finances into building an audience on the newer platform.

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✓ **It fits the need of your business**

The best business plan for your company takes into account why you need a business plan in the first place. Are you going for funding, using the information to improve internal operations, pitching your concept to investors, or perhaps communicating your goals to employees?

There are many different reasons you'll utilize a business plan. They aren't one-size-fits-all. You may even find you need addendums or additional plans to match the needs of your business at any given time.

If you intend to use your plan in-house to motivate employees or stick to your goals, a one-page plan may be all you need. You can also use a shorter version to test ideas you have and see how they might match the goals of your company.

On the other hand, a traditional full-length plan works best if you need funding from a bank or want to pitch a concept to an outside investor. You can also use a longer plan to get feedback from a mentor or business coach.

✓ **Easy to communicate with the right people**

Who is your audience? Knowing who will look at your business plans allows you to create it in a format you can share with the right people. Consider factors such as how easily scannable the text is and what it looks like in different formats, such as a document or PDF file.

Who are you sharing it with, and how will they use it? For example, if you include any links, will the person be able to click on them and go directly to the page you want them to go to? Is the viewer likely to read the plan on a mobile device? How well does the format adapt?

Consider who you're sharing it with and how they'll need to use it to make sure you offer it in the best format for viewing by that individual. You may even want to save your business plan in a variety of different formats.

1-3 The Objectives of the business plan

- The main purpose of the business plan is to develop your plans for the future, so that these plans must include goals along with detailed steps for how the project will reach to achieve each goal, and this will help make the growth process systematic and serve a major goal that does not deviate from it.
- The ways before investing in your business is a well-thought-out business plan, investors want to know how you run your business, what are your expecting incomes and expenses , and most importantly how much and how they will get a return on their investment.
- A communication tool: it is an identification card for the institution, which represents the link of the combination (entrepreneur/project) and its internal and external environment.

For the external environment, it plays the role of marketing the project by highlighting the feasibility of the project, and for the internal environment, it expresses a management tool through which materials are allocated, so that it clearly shows the participation of each one in the production process of the product or service.

- A strategic tool: it allows the project owner to clarify his/her ideas to convince himself/herself and the investors of the feasibility and profitability of the project, in addition to giving him/her the opportunity to test his ability to control all aspects of the project, as he/she plays the role of a dashboard to monitor the progress of work.

1-4 Steps of preparing a business plan: (Nawal, 2012)

- Shaping the idea of the project in a very good way, as it moves from a general concept to becoming more precise, and here it should be noted that It requires protecting the idea by protecting intellectual property or developing strategies to protect the market.
- Testing the idea to find out the extent of its potential to create a business opportunity by studying it in the economic and social framework of the institution and its suitability.
- The entrepreneur develops a business model that shows the essence of the business, as well as how the funds will be generated and how they will be The interrelationship between stakeholders.

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This model is a model of the economic strategy that allows the institution to generate returns, and thus allows it to have a clear vision of the sources of the revenue

- Envisioning the present and future of business: the main components of the new vision must be defined. It comes to clarify the success factors that have an influence; plus designing the product and service provision, as well as various processes related to project management
- Writing the vision in the business plan: The business plan must convince that the business model is worth of support to its appropriate strategic vision described in its details for the stakeholders or the team, and here it should not be seen as an obstacle but rather as an opportunity to determine the strategy.

2 The Business plan elements

2-1 The Marketing plan

2-1-1 Definition

It is a written document that focuses precisely on the marketing side in an organization or a company dealing with study market and analysis of the marketing environment, the expected customers, the expected competition and competitors, in addition to the targets set for sales, and through which the strategies, actions and procedures necessary to achieve the detailed and clear marketing objectives set before.

2-1-2 The importance of the Marketing plan

The marketing plan has a great importance, which is reflected in the importance of studying the demand for the project's products, which is one of the most important

The elements of the marketing study help us in:

- Determining the volume of project production based on predicting the volume of sales demand for the project's output.
- The expected price for the products of the project.
- The affecting factors on the supply and demand.
- Distribution route and manners.

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- Competitor sharpness in the market
- The competitive advantage of the project and the marketing strategy used.
- The structure of the market (size, type, characteristics, competitors, the entry and the exit barriers and obstacles.
- From the demand, the production capacity of the project is determined and on the basis of it we can know the technology, seize and production tools used.

2-1-3 The elements of the Marketing plan

2-1-3-1 Market study

The market studies are intended to identify the types, forms and specifications of products to be requested by the potential customers of the project, as well as to determine the expected sales volume of each type, identify the marketing outlets for the distribution of the products, determine the proposed prices for the products' sales as well as identify all types of services required for distributors.

The market study reflects the whole range of means geared towards collecting then analyzing after that exploring all these Information related to a marketing issue, as a debut for a development of an appropriate marketing plan, where the researcher consists of identifying:

- Consumer needs and the characteristics and interests of the segments that will buy the products/services
- Identifying gaps in a particular market that marketers did not pay attention to and competitors, as a consequence it gives you a distinctive expectation in the market
- Quantifying the demand for the products/service you intend to provide to the market
- Discovering new market segments needs or trends within the market that were not previously known.

In other words, market studies known as various activities of the organization/ company to collect and analyze data related to markets for the purpose of marketing decisions at a minimum risk according to scientific procedures to preserve the objectivity of this information

2-1-3-1 Elements of market study: (MANSOURI K. , Etude de marché , 2021)

In order to realize an appropriate market study, the researcher needs to answer the following questions:

- What is the target segment of the service/product?
- What are their characteristics, size, needs, and division?
- Is there any previous marketing research available?
- How to collect information?
- Who are the competitors we will face in the market?
- What are the alternative products/services do I offer?
- What alternatives and products are currently available in the market?
- What are the products' prices and payment methods available?
- What distribution methods are available: wholesale trade, supply chain ...?
- What is the business' promotion strategy?

2-1-3-1-1 Geographical position

It means determining the place in which the products/services will be presented or exposed for sale in other words whether it will take place in a certain suburb, or a specific city, or a country, as well as whether the market will serve the direct consumer or the product because this will determine the potential identity if they will be individuals or specific companies.

2-1-3-1-2 Clients and customers' analyses

Customers are the most important people for your company. The main objective of the marketing activity is to serve and meet the needs of current and potential customers.

Customers' satisfaction often means getting new customers in the future because of the feedback of the current clients and customers as the clients are used In the advertising and publicity of the company, so it is necessary to know who your customers are so that you can serve them better and fulfill their needs.

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2-1-3-1-3 The estimated demand: (KOTLER P. , 1997)

A company can make many different types of demand estimates or measurements. There are 90 different types of demand estimates that a company can make as identified by Dr. Kotler, (Diagram as shown on the page below).

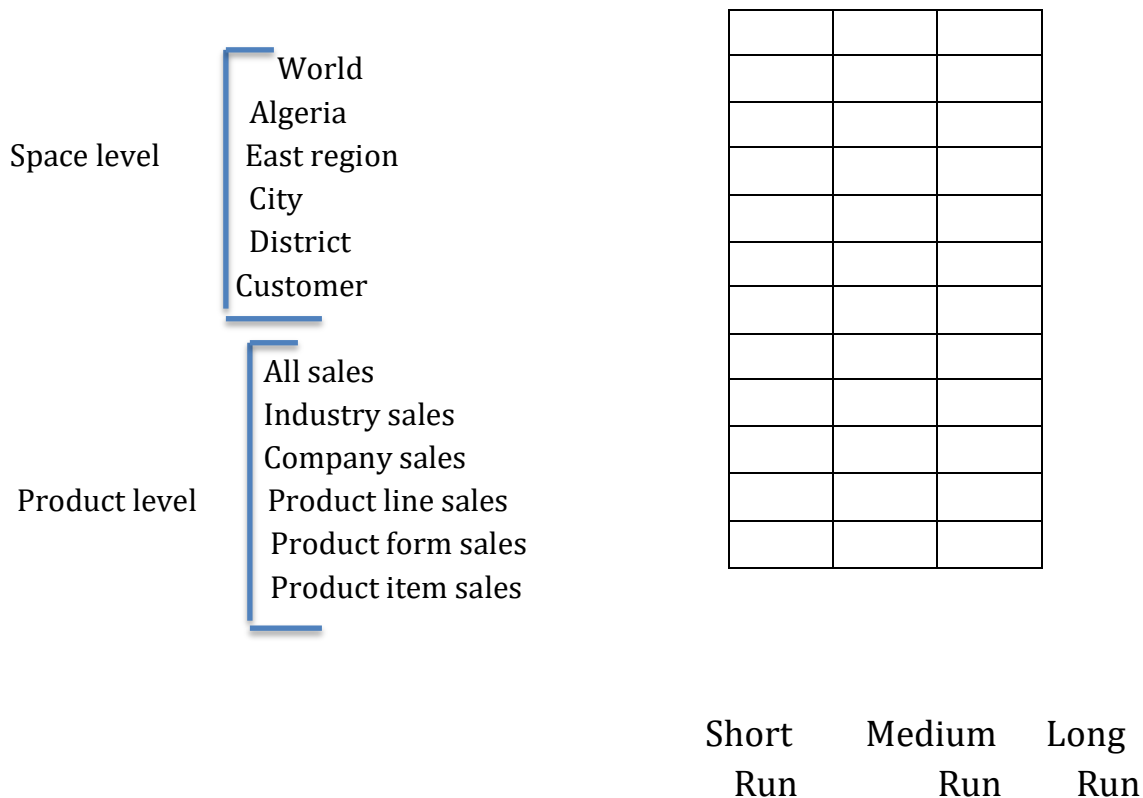
It can be measured for five different space levels, six different product levels, and three different time levels, and thus a company can have 90 types of demand estimates (5 x 6 x 3)

Why does a company go for so many different types of demand measurement?

The answer is:

Since each serves a specific objective. For the purpose of ordering raw materials, planning production, and borrowing cash, a company may forecast short-run demand (time level) for a specific product. Again, to decide whether to set up a regional distribution network, it may forecast regional demand for its major product line.

Figure 02 Ninety Types of Demand Measurement (5x6x3)



The expected Demand seize
= (N° of potential customers in the area)X (the individual average consume)

Demand can be measured along several dimensions as you see in the above figure. With respect to product level, demand can be estimated for specific product items (such as frozen orange juice) or for a product line (such as frozen foods). With respect to geographic level, demand can be measured for a neighborhood, town, district, division, or nation. In relation to time, demand measurement can be short range (one year or less), medium range (one to five years), or long range (longer than five years). If you make permutation and combination calculation using three different levels of demand you will come up with 90 different types of demand estimates.

2-1-3-2 PESTEL analysis: (FME, 2013)

All organizations need to identify external factors within their environment that could have an impact on their operations. Many of these will be things that the organization has no control over, but the implications of which need to be understood.

A popular tool for identifying these external factors is the PESTLE Analysis, which can be used to help you consider Political, Economic, Social, Technological, Legal, and Environmental issues.

This process of identification should involve a variety of different disciplines across your organization so that a full picture of these external factors can be built up. These factors can then be fully researched and analyzed.

As organizations become more globalized, expanding their existing borders, the PESTLE technique ensures that they thoroughly question each of these factors and consider their impact.

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➤ Political Factors

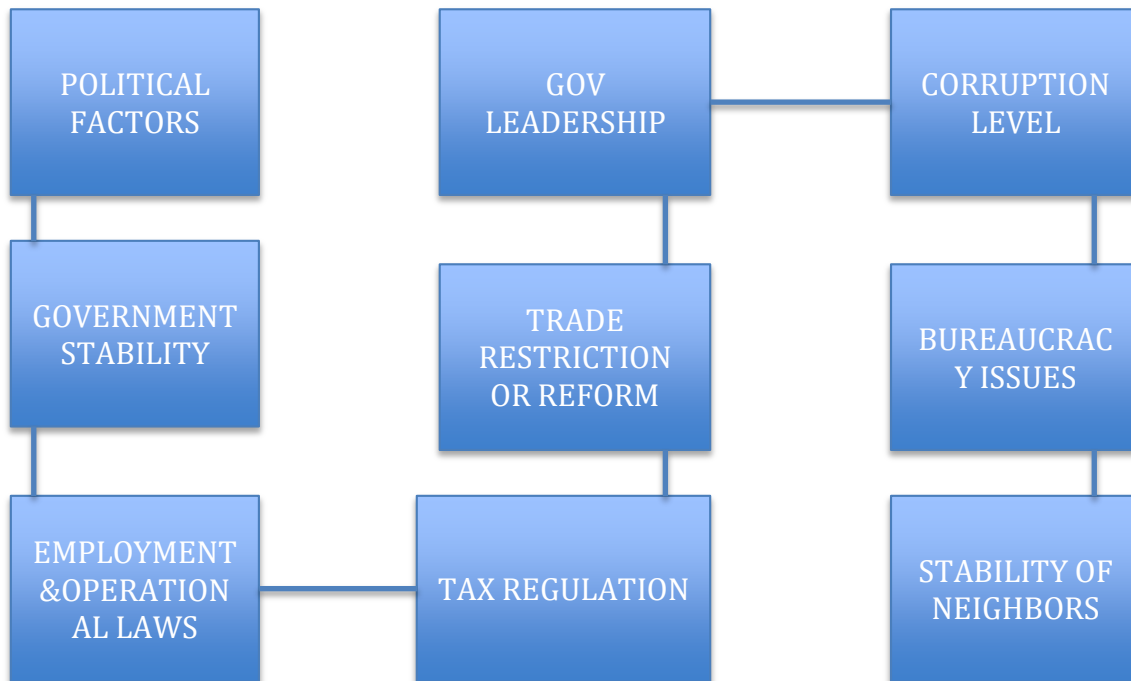


Figure 03 Political FACTORS (PESTEL model)

It is always advisable to keep abreast of potential policy changes in any government because even where the political situation is relatively stable there may be changes in policy at the highest level and these can have serious implications.

This may result in changes in government priorities, which in turn can result in new initiatives being introduced as well as changes to trade regulations or taxation. These can include changes in:

- Employment laws
- Consumer protection laws
- Environmental regulations
- Taxation regulations
- Trade restrictions or reforms
- Health and safety requirements

If your organization is assessing the possibility of operating in the Middle East or in some parts of Asia then the political dimension can be the most serious consideration of all. The organization's entry into the new territory may not be straightforward,

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either because of that country’s official policy or because the political realities of operating there are onerous.

For example, it may appear as if foreign investment is welcomed but the burden of bureaucracy is too weighty to make it profitable. The level of corruption may not be palatable for practical or ethical reasons. Other broader political issues you should consider are the political stability of neighboring countries, the level of freedom of the press, and the country’s overall ‘attitude’ to foreign investment.

➤ Economic factors

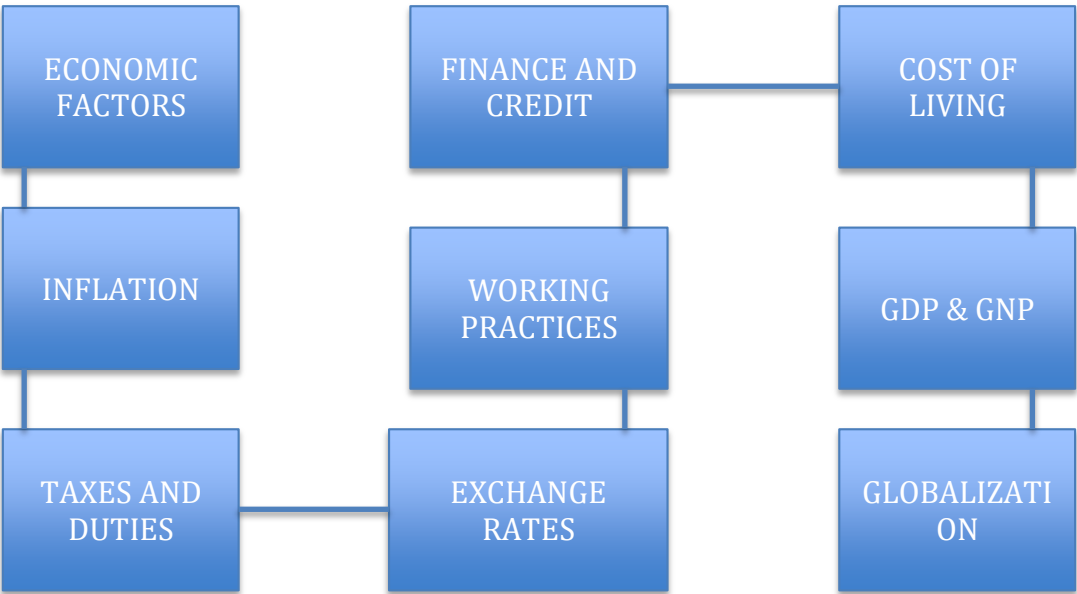


Figure 04 Economic factors (PESTEL model)

These issues include: assessing potential changes to an economy’s inflation rate, taxes, interest rates, exchange rates, trading regulations, and excise duties.

In terms of your operational efficiency you would also need to consider such factors as unemployment, skills levels, availability of expertise, wage patterns, working practices, and labor cost trends. When trying to determine the economic viability of a market you would also look at such issues as the current cost of living for your target market as well as the availability of credit or finance.

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Organizations seek to create strategies that can be modified to fit changes in the economic situation and in particular the financial aspects of the macro-economic situation. This would include such things as the impact of globalization, taxation issues, and potential implications of profitability, as well as any trade tariffs or embargoes.

An economy with rising inflation would have an adverse effect on your pricing and the purchasing power of your customers. The rate of growth or the market's confidence in the economy could also be significant factors for your organization.

Official economic indicators, most of which are available online, such as GDP (Gross Domestic Product), GNP (Gross National Product), and consumer-based indices often highlight areas where more detailed information is required. In your PESTLE Analysis such indicators would only be highlighted so that further investigation could take place before a conclusion could be drawn.

➤ Social Factors

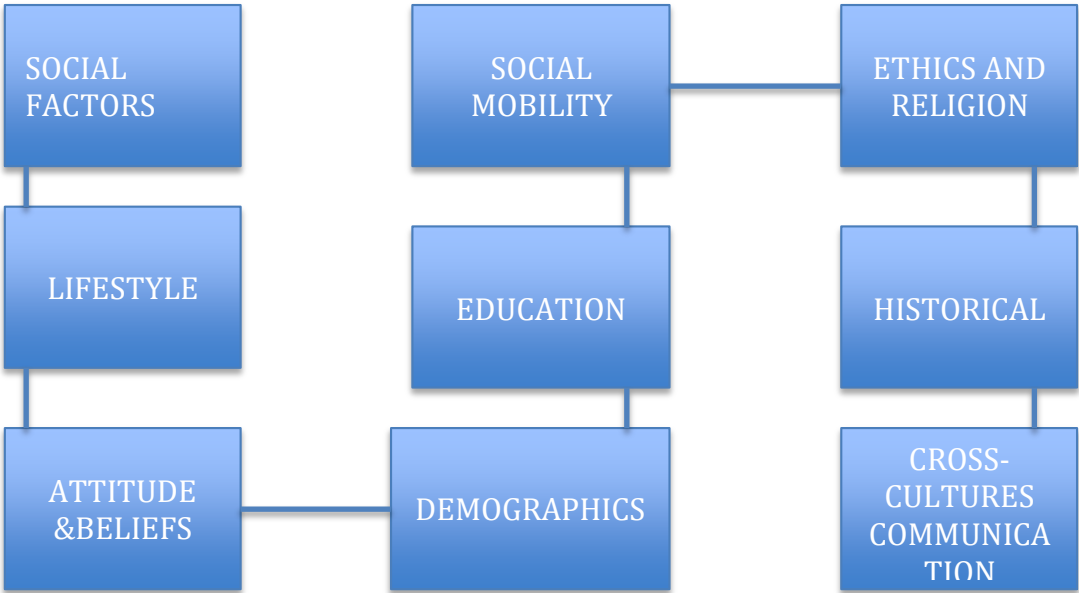


Figure 05 Social FACTORS (PESTEL model)

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Social factors that need to be considered are those that have an impact on your market. These include:

- Age distribution
- Population growth rate
- Employment levels
- Income statistics
- Education and career trends
- Religious beliefs
- Cultural and social conventions.

You should also consider attitudes towards things like health, career, and environmental issues. Social factors and cross-cultural communication play a critical role in international and global markets, and your success will depend on the depth of your research in this area. Getting this wrong is costly and may not come to light until considerable investment has been made by your organization. It can become an issue in managing the local labor force as well as promotional issues.

➤ Technological Factors

This element has become a key factor for organizations in assessing and listing issues that could have a potential impact on its operations and that could be critical to its long-term future. The pace of change in technology is becoming more rapid, and often changes that impact your market come from unexpected sources.

For example, could the film industry ten years ago have predicted that people would stream their new releases rather than go to the cinema or buy a DVD?

It is by using such techniques as PESTLE that organizations will be able to brainstorm even the most bizarre suggestions, because what today seems impossible may become commonplace in just a few years.

Technological factors can be broadly divided into two areas: manufacture and infrastructure. By exploiting opportunities to update or alter their production an organization can gain market share, thereby attaining a strong competitive advantage. Such activities include:

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- Automation
- Improved quality of parts and end product
- Incentives
- Significant cost savings
- Use of outsourcing to control costs and offer greater flexibility

Technological advances have also allowed organizations much greater freedom of choice when deciding how best to manage their operations. For example, knowledge-based systems have enabled management to make better and more informed decisions in real-time.

The rapid growth in networking capabilities, both in terms of being more reliable and having extensive coverage internationally, has allowed organizations to streamline their workflow and eliminate operational bottlenecks.

➤ Environmental Factors

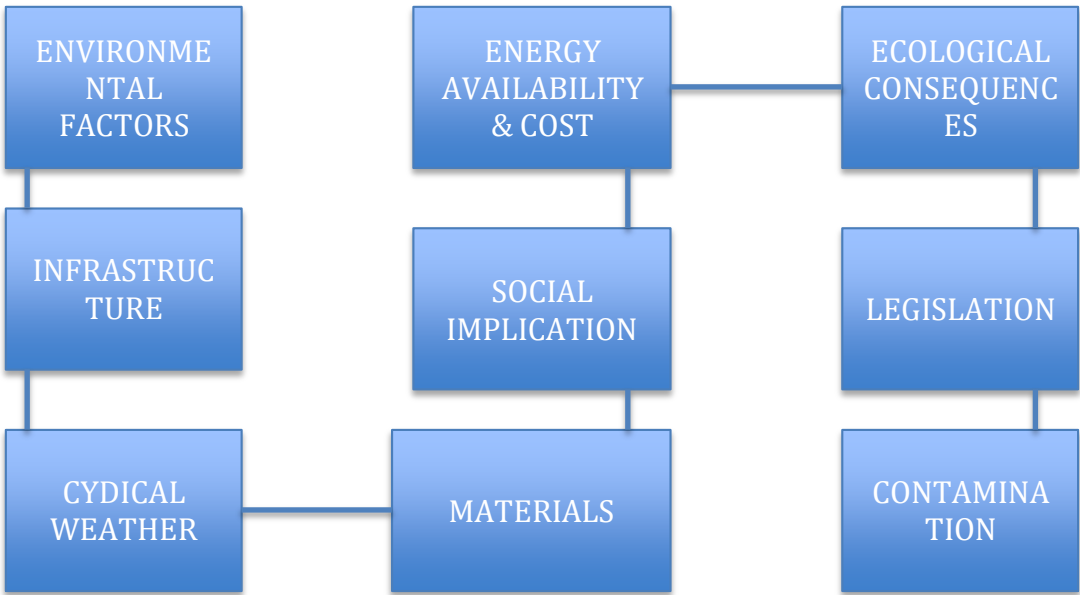


Figure 06 Environmental FACTORS (PESTEL model)

The issues surrounding environmental protection have become increasingly important in recent years as the implications of under-regulated economic activity are seen today. This has become more significant with globalization as the impact of an organization’s actions may be felt outside of its native country and may incur unquantifiable financial penalties.

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Other environmental factors are those that relate to the weather, climate, and geographical location. For example,

Natural disasters or weather cycles such as monsoons may create too high a risk for operating in particular region

➤ Legal Factors

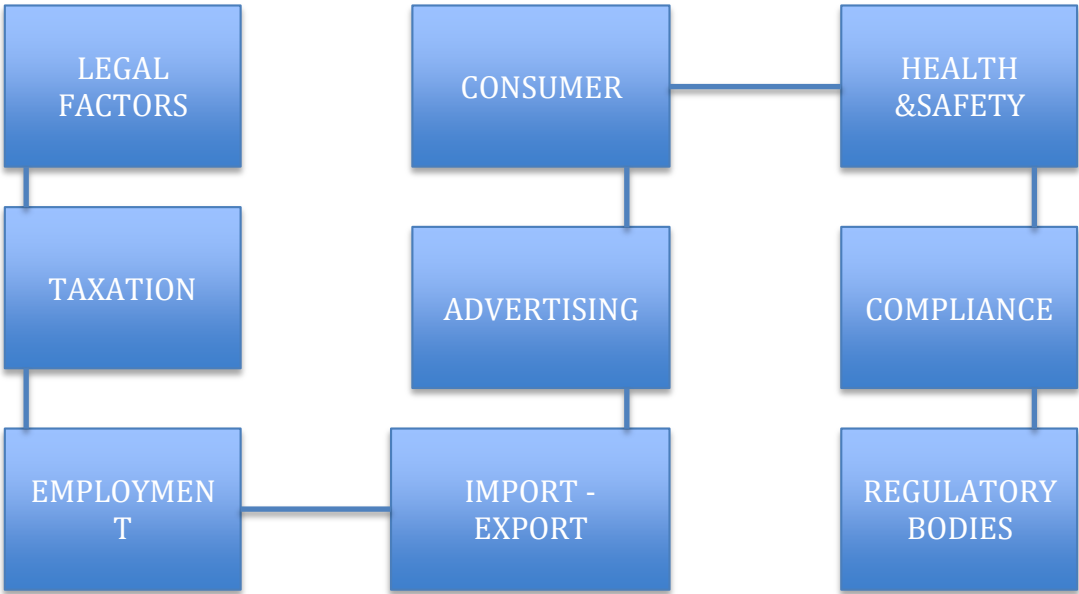


Figure 07 Legal FACTORS (PESTEL model)

The list of legal factors that should be considered includes current and impending legislation that may affect the industry in areas such as employment, competition, and health and safety. Anticipated changes in legislation in the main trading partner countries should also be investigated.

Recent years have seen a significant rise in the number of regulatory bodies that have been set up to monitor organizations' observance of legislation relating to all areas of operations, including consumer protection, employee welfare, waste disposal, and how their earnings and investments will be taxed. There are also the trading restrictions, quotas, and excise duties to consider.

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All these factors affect the way in which an organization functions and have cost implications that need to be taken into account when formulating business strategy.

2-1-3-3 PORTER analysis: (Ural, 2014)

The five forces governing competition in an industry according to Porter are:

- The threat of new entrants
- Bargaining power of customers (buyers)
- Bargaining power of suppliers
- Threat of substitute products or services
- Rivalry among existing competitors.

I. Threat of new entrants

The threat of new entrance to an industry or particular market means that a new competitor will try to gain market share and capacity in that market. The degree of threat of new entrance is based on the degree of barriers for new entrants.

Higher barriers of entrance mean that it will be difficult for new entrants to immediately impose an advantage over their competitors and they will have to face retaliation from competitors (Porter, 1979). Thus the high entry barriers will not impose a serious threat of new entrance for the existing companies in the industry. On the other hand if the entry barriers are low the threat of new entrance will be higher and thus the established competition will have to face new potential competitors in the industry, which leads to a moderated profitability in the industry (Porter, 2008).

Talking about barriers of new entrance, there are six factors of barriers to new entrance that summarize the force, namely economies of scale, product differentiation, capital requirements, cost disadvantages independent of size, access to distribution channels and government policy.

In his 2008 article, Porter extends the barriers of new entrance to supply-side economies of scale, demand-side benefits of scale, customer switching costs, capital requirements, incumbency advantages independent of size, unequal access to distribution channels and restrictive government policy.

II. Bargaining power of suppliers

The power of suppliers can have an impact on profitability of an industry by raising costs or reducing the quality of purchased good and services (Porter, 1979). If a supplier has the ability to exercise these kinds of changes then he will have the better call of capturing more of the value for himself (Porter, 2008). Since companies are very much dependent on suppliers, a Supplier will be powerful if a supplier is dominated by a few companies, if it has built up switching costs, if it's not competing with other products to sell to the industry, if there are not substitute to what the supplier is offering, if the supplier can threaten to integrate forward into the industry and be able to see the terms on which the industry is purchasing and lastly if the supplier is not dependent on the industry for revenue generating (Porter, 1979; Porter, 2008).

III. Bargaining power of buyers

The power of buyers is the exercise of pushing down prices, wanting better quality and service and letting suppliers compete against each other for the job. This way the buyer will try to capture more value while probably paying one of the lowest if not the lowest price for good quality. In this matter suppliers are dependent on the buyer and the buyer takes advantage of his position by applying price pressures to suppliers (Porter, 2008). Groups of different bargaining buyers with negotiation advantages exist. A buyer is powerful in bargaining if it purchases in large volumes relative to the size of a single vendor. Also the buyer is powerful if there are only a few buyers in the industry compared to a bigger number of suppliers. In addition the buyer has bargaining power if the products or services that it purchases are standard and undifferentiated and if the buyer faces few switching costs when switching its suppliers. Moreover buyers can threaten suppliers with producing the products themselves if they realize that the supplier is too profitable. Also the buyer is price sensitive if the product or service it purchases represents a big portion of his procurement budget. Low profitable buyers will most likely look for suppliers offering the lowest prices in order to lower the purchasing costs. Furthermore buyers are less price-sensitive to industry products that affect buyers products and that have little effect on the buyer's other costs (Porter, 1979; Porter, 2008)

IV. The threat of substitutes

According to Porter substitutes are always present but they are easy to overlook due to their nature of being different from industry's products (Porter, 2008). If the threat of substitutes is high, industry profitability will be low due to the fact that substitutes place a limit on prices. An industries growth potential and profitability will be damaged if the industry does not distance itself from substitutes (Porter, 2008). Porter also mentions that substitutes not only limit profits in normal times, but they also reduce the bonanza an industry can reap in good times (Porter, 2008). Hence the threat of substitute is high if the substitute offers an attractive price-performance trade-off to the Industry's product. Also the buyer's switching costs to the substitute should be low (Porter, 2008).

Porter also advises strategists to pay attention to substitute products that can become attractive and profitable due to changes in other industries.

V. Rivalry among existing competitors

Again according to Porter (2008) high rivalry will limit the profitability of an industry due to constant competition. The intensity and the basis that competitors compete on sum the degree of the rivalry. The rivalry between competitors is high when competitors are big in numbers and share the similar size and power. Also if the industry growth is slow, it will cause arguments and challenges to capture market share. Rivalry between competitors is also big if exit barriers out of the industry are high. In addition rivals that are very committed to their business and gaining competitive advantage through good leadership will want to compete against others. At last, firms that are not familiar with each other will also cause great rivalry (Porter, 2008).

Porter also mentions that rivalry can be especially damageable if it is only based on price, which transfers profits from the industry to the customer (Porter, 2008). The stronger each of the forces are, the more limited is the ability of established companies to raise prices and earn greater profits (Hill et al.,1995; Hill et al. 2009; Porter, 2008).

All in all Porter does emphasize in his work that the sole purpose of utilizing this straightforward framework is not only about defining industry character and attractiveness. He mentions that the tool is also useful to help make key decisions and perceive the underlying factors and causes of rivalry and financial benefits of an industry (Porter, 2008). The framework goes beyond a SWOT analysis that eases decision making

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regarding the attractiveness of an industry taking into consideration external industry factors based on simplified micro-economic theory (Grundy, 2006)

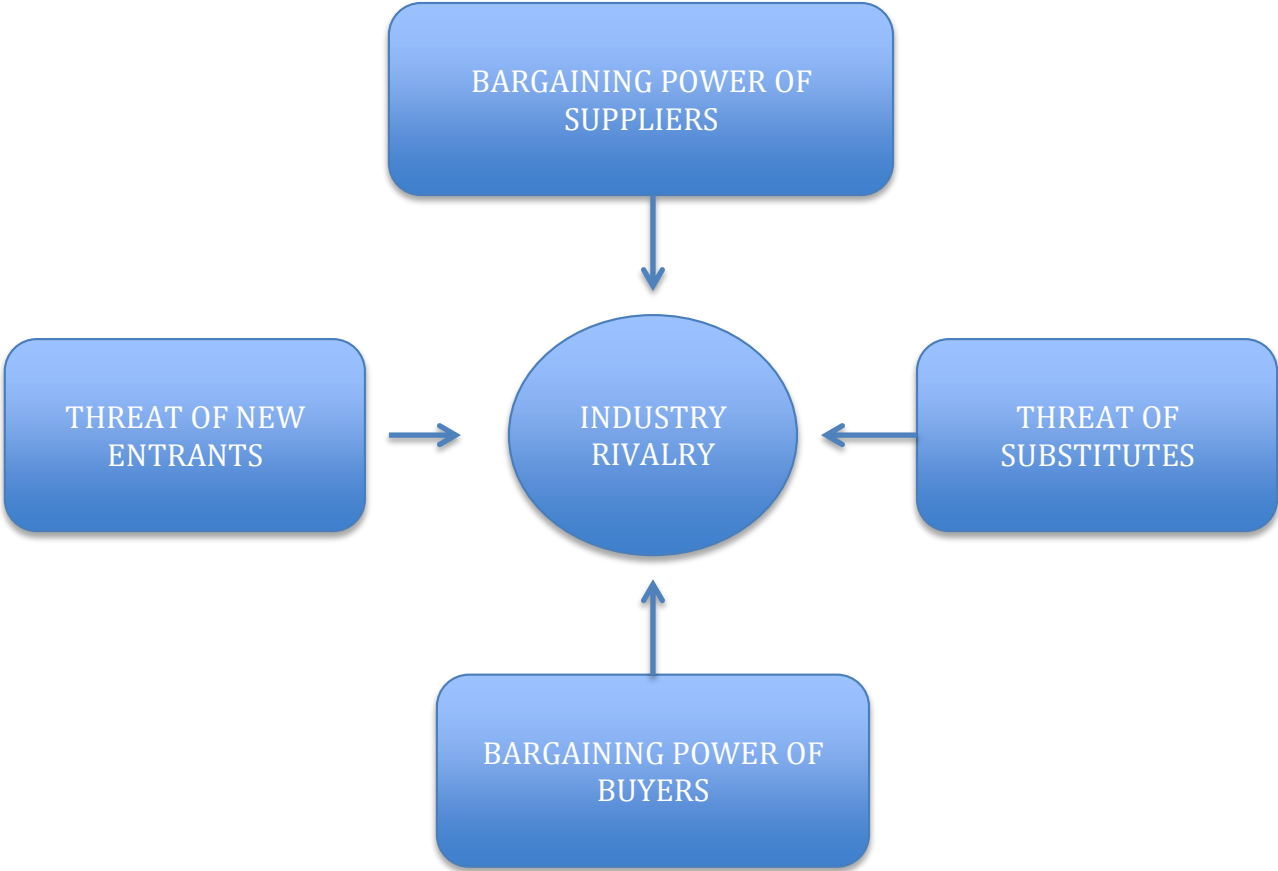


FIGURE 08 A graphical representation of porter’s five forces

2-1-3-4 SWOT analysis:

SWOT analysis is used as a general strategic analysis tool in many Fields such as labor management, marketing, human development, and others.

This analysis is divided, as its four letters were written in English, into S-W-O-T, and it can be defined as follows:

- Strengths: the elements of strength in the project, which distinguish it from other projects
- Weaknesses: Weaknesses in the project,
- Opportunities: which can come from outside the enterprise and may lead, for example, to increased sales and also can lead to increased profits,
- Threats: which can come from outside the enterprise and cause disruptions of the project.

Throughout the internal and external information collected from the SWOT, the company will find it easy to select and chose the adequate strategy that will rely on.

Both categories « Strengths » and « Weaknesses » are the analyzing elements inside environment of the company that sets the positive and negative internally.

The strengths elements are the company's qualities that gives her a competitive advantage than other companies in the market it might be creating a new technology, a high performance of the HR department...

However, the weaknesses within the company is considered as the negative side that retain and block the company from reaching its goals and objectives such as : the bad reputation of the company, the lack of the resources and capabilities.

The Opportunities and threats are used to analyze the external environment that may influence the performance of the company, Using SWOT analysis, the company can understand the threats that it may face, such as economic changes in the market, certain changes in laws and regulations that may affect negatively, problems in Distribution, large debts ...

At the same time, the company can explore opportunities that can be implemented to increase its profitability and effectiveness and from some examples, new innovations, new habits in society, or agreements and partnerships with other institutions.

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In the underneath table we will find some examples on the forth elements of the SWOT that the company might contain :

<p><u>Strengths</u></p> <ul style="list-style-type: none">-The company has a good reputation in the market-The increase of the market share-Decreased employment rate.-Highly skilled sales agents force	<p><u>Weaknesses</u></p> <ul style="list-style-type: none">-Insufficient development research-The minimum exploitation of the available energy.-The increase of the production costs-Weakness of the financial structure of the company.
<p><u>Opportunities</u></p> <ul style="list-style-type: none">-The appearance of alternatives (raw materials)-The discovery of new potential markets-The growth of current markets-The difficulties that face new competitors to enter the market	<p><u>Threats</u></p> <ul style="list-style-type: none">-New laws by governments-The lack of the raw materials-The changing technology that the company use-The entrance of new solid competitors in the market

Figure 09 SWOT model

2-1-4 The mix marketing: (MANSOURI K. , Lectures in Marketing (Unpublished), 2021)

The marketing mix is defined as a group of integrated or interrelated activities that depend on each other for the purpose of performing the marketing function as planned, and it represents that mixture of Marketing activities that can be controlled by the company , and directed towards a specific market segment of consumers.

Product, price, distribution and promotion are the four basic elements that make up the mix marketing known as the (4P's), as McCarthy has named it.

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The most common elements of the marketing mix are the 4P's, which stand out in the marketing of goods and services, but the marketing mix for services expands to include other three elements, which are (physical tools) , (People/Personals). And service management or the type of administrative process (process), and thus the services' mix consists of seven elements called the 7P's

The marketing mix, in general, is based on the core idea that the inability of one of the components of the marketing mix depend on driving the marketing strategy and achieving the desired goals unless the mix between these four components is done.

That is why the idea of the marketing mix appeared, which means mixing elements with each other in order to reach the adequate combination of achieving distinction and effectiveness in achieving goals which you are aiming at.

2-1-4-1 Product

2-1-4-1-1 Product definition

“Kotler” defines a product as anything that can be offered to a market to gain attention, or to obtain it, or its use, or its consumption, which can achieve a specific purpose or need.

2-1-4-1-2 Product mix dimensions

- Breadth: The breadth of the mix or assortment refers to a number of different production lines that the company owns.
- Length: it means the number of different products in each product line.
- Depth: It means the number of different types of each product, such as the production of a product with different colors.
- Compatibility: It means the aspects of competition and the extent of the relationship between product lines in terms of production and research requirements Marketing and Finance.

2-1-4-1-3 Product life cycle

The term product life cycle expresses the stages that a product goes through since its introduction to the market until the end of its life cycle and its disappearance from the market,

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and Kotler defines it as the period in which the product's sales and profits are determined throughout its life and includes five distinct stages:

product development, introduction, growth, maturity, and decline .

- First stage :

Product development begins when the company finds the new product idea, and develops it. During development the amount of Sales are zero, and the company's investment costs accumulate.

- Second stage :

It begins when the product is presented or distributed for the first time in the market, and this stage is characterized by a significant decrease in the growth rate of sales, reduced profits that may be negative sometimes, due to the low level of sales, and the high costs of promotion and distribution, and this stage also requires promotional efforts great for potential consumers.

- Third stage :

This stage represents the period of rapid acceptance of the product in the market, and an improvement in profit rates due to a jump in sales, and in this stage new competitors enter the production of similar or complementary products, meanwhile the company is working to expand its distribution channels, with fixed prices, and maintaining the same level promotion expenses to face competitors.

- Fourth stage :

This stage is characterized by stability in the quality of the product, after it becomes known to all customers.

The Sales growth begins to decline, and the duration of this stage is usually longer than others, where the product faces Several marketing challenges.

- Fifth stage :

The sales' rates drop a lot, and profit rates collapse due to technological progress, change in the needs and desires of consumers plus an increase in the level of competition.

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At this point, the company is obliged to activate sales with gifts and discounts to its customers and clients in addition to shrinking channels distribution which will lead to a shrinking production quantity.

2-1-4-2 Price

Pricing is one of the elements of the marketing mix, and it is defined as the art of translating the value of a product/service at some point into a monetary value.

In its narrow sense, it is the amount of money that the customer pays in exchange for ownership of the use of the product/service. (Kotler)

2-1-4-2-1 Factors Affecting Pricing:

- Internal factors: they affect the pricing of the organization's marketing objectives, marketing mix strategy, costs and organizational considerations.
- External factors: There are several external factors that affect pricing decisions, the most important are the nature of the market, demand, and competition, and other environmental factors surrounding the organization

2-1-4-2-2 Pricing methods:

- I. Pricing on the basis of cost: It is used in determining the price, and it is based on the addition of:

Price A = cost of production + profit margin

- II. Demand-based pricing: It is the degree of responsiveness of the required quantity of a product/service to a change in its price, and it is measured by dividing the relative change in quantity by the relative change in price.
- III. Competitor-based pricing: This is how the company takes one of its competitors' prices into consideration, which makes it a differentiation between three alternatives, pricing at the level of its competitors' prices, pricing at less than its own, pricing at a higher price than their prices

2-1-4-3 Place

It is defined as the sum of activities carried out by the producer without participation of others, starting from the moment when the process of making the product ends and waiting until it is ready to be transported to the final consumer and be ready for the place and time in the form and quality in which it responds to the needs of the users. Distribution is an important function and marketing is a vital component of the marketing mix concerned with ensuring the supply of consumers' needs. (CHIROUZE, 1988)

2-1-4-3-1 Elements of the distribution process:

The three main elements that make up the distributive mixture are :

- Distribution relations: At one or more specific points, the ownership of goods is transferred, and here it must be organized in a way certain.
- Physical distribution: The product must move to a specific area at a specific time in order to be delivered to the consumer, and this includes transportation, storage and inventory control.
- Supporting activities: such as collecting marketing information, financing marketing activities, and profiling.

2-1-4-3-2 Distribution methods:

Direct distribution: It means that the producer distributes his production directly to the final consumer or buyer via several ways:

- I. Through stores owned by the producer.
- II. By mail sale, face to face or by phone.
- III. Through street vendors circling around consumers' homes.

For industrial goods, these goods are distributed in a direct way, through two methods:

- I. Through specialized exhibitions.
- II. By sales representatives.

• Indirect distribution: It means the producer's dependence on intermediaries in distributing goods and services. Concerning consumer goods, the most important distribution channels for them are:

- I. From the producer - the retailer - the consumer.
- II. From producer-wholesaler-retailer-consumer.

For industrial goods, the most important distribution channels for them are.

- I. Industrial producer - agent - industrial buyer.

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II. Producer-Agent-Industrial Distributor-Industrial Buyer

2-1-4-3-3 Distribution goals:

There are several objectives that affect the formulation of distributive policies, which can be summarized as follows:

- Providing goods and services where their demand occurs at the required prices and qualities.
- Achieving the temporal and spatial benefit by providing consumers with the required quantities in time and place
- Reducing marketing costs, which helps reduce prices and increase sales
- Creating confidence and trust in the self-determination of the consumer and maintain the relevance of the institution, in a climate of resilience, continuity of products' flow

2-1-4-4 Promotion: (KOTLER P. , 1996)

Promotion is a form of communication in marketing, where communication is defined as sending and converting Information from the sender to the receiver with the need to understand the information by the recipient, and communication in marketing is the process of transferring information from the sender to the receiver, to be specific and easy to understand in different ways such as oral and written communication.

However, (Kotler) has defined advertising as any paid form of non-personal presentation and promotion of ideas, goods or services through mass media such as newspapers, magazines, television or radio by an identified sponsor. Advertising is used by many organizations to communicate specific messages about themselves, their products and services, or their modes of behavior to a predefined target audience.

2-1-4-4-1 The promotion elements

- Advertising: It Is a non-personal paid communication process with a known source, aimed at enticing the consumer's common behavior through news, persuasion, and influence.
- Sales promotion tools: are short-term physical barriers that are provided to intermediaries, employees and customers with the aim of the buying decision.
- Personal selling: It is a process of personal and direct communication between the seller and one or more potential buyers through trained and qualified sells

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- Public relations and advertising: personal or impersonal relations with the public of the company in order to maintain a Positive image about the company and the products' offer to gain the satisfaction and support of this audience.

2-1-4-4-2 Promotion strategies: (MANSOURI K. , 2021)

- Payment strategy:

In this strategy, the affiliates focus on promotional tools (Personal sales, Advertising).

and direct these efforts to the workers in the distribution outlets (wholesale trade) and push them to direct promotional campaigns to the retailer, and the retailers as well , direct the sales effort to consumers.

Within this strategy, discounts are granted as incentives to workers in the distribution outlets and payment. It means the participation of the producer and distributors in paying for the products distribution channels aggressively up to the consumer.

- Attraction strategy:

According to this strategy, the producer creates direct demand from the consumer through promotional activities.

Consequently, the pressure, the encouragement on the the retailer to provide goods and services through direct consumer demand, which in turn passes the demand to distribution files (wholesaler or retailer) and then to the producer.

- Pressure strategy:

This strategy depends on adopting a strong propaganda method such as persuading individuals with the products and services provided by the company and introducing them to the real benefits of those products.

- Aspiration strategy:

This strategy adopts a simplified method of persuasion based on facts and it is not a pressure on the stimulating and discouraging aspects of the products, and this strategy depends on attracting consumers through the language of long-term dialogue and pushing them to make the purchase decision with complete conviction.

2-1-5 Competitive Strategies: (Paul DOBSON, 2004)

The objective in selecting and following a well defined 'competitive strategy' is to achieve competitive advantage – i.e. sustained superior profits compared with rivals.

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This comes from positioning a firm in the market place so that it has an edge in coping with competitive forces and in attracting buyers.

The essential aspect to competitive advantage is that a viable number of buyers end up preferring the firm's product offering because of the 'superior value' they perceive it has.

Superior value is created in two ways: either by offering buyers a 'standard' product at a lower price, or by using some differentiating technique to provide a 'better' product (i.e. higher perceived quality than rivals') that consumers are willing to pay a higher price for. According to **Michael Porter (1985)**, to achieve competitive advantage management is faced with a choice between one of three strategies, which he calls 'generic competitive strategies' (generic in the sense that they can be pursued in any market):

I. Cost Leadership Strategies

The firm strives to be the lowest-cost supplier and thus achieve superior profitability from an above-average price–cost margin.

The rules for following this strategy are that the firm should seek to 'cover the bases' (i.e. emulate the quality of other products available to the consumer at each quality–price level), 'trim the fat' (i.e. reduce costs by trimming the product down to its bare essentials required at each price–quality level) and use resources fully (e.g. fully utilize capacity).

In addition, producing several brand names at once may allow the firm to gain a larger share of the market and subsequently reduce costs if economies of scale are available.

Striving for an overall low-cost position typically entails the firm being the leader in constructing the most efficient plant, implementing cost-reducing technological advances, keeping overhead and administrative costs to a minimum and containing costs in R&D, advertising, service and distribution, while maintaining product quality. In particular, the firm should seek superior co-ordination across linkages in the value chain, while keeping costs to a minimum in each activity.

The strategy is likely to be most successful when demand is price-sensitive and the firms in the industry produce essentially standard products, with competition being mainly in terms of price. This could apply when buyers are not willing to pay the extra for differentiated

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products, or have common user requirements, or incur few switching costs in changing from one seller to another and are thus able to shop around for the best price.

II. Differentiation Strategies

The firm strives to differentiate its product (product/service) from rivals' products, such that it can raise price more than the cost of differentiating and thereby achieve superior profitability. Successful differentiation strategies are not simply based on giving a product additional or different attributes to those of its rivals. Key elements in success are that buyers can see the differences, customers are willing to pay extra for the differentiated product and rivals find it difficult to match the quality (attributes) of the product (either actual or as perceived by customers).

There are many ways in which products and services can be differentiated, for example:

- ease of use – Apple Mac user-friendly personal computer;
- reliability – Toyota cars;
- Top-of-the-line image and reputation – Rolls Royce cars;
- Different taste – Coca-cola;
- Engineering design and performance – Mercedes Benz cars;
- Unusual quality and distinctiveness – Rolex watches;
- Technological leadership – Sony consumer electronics;
- Rapid made-to-order service – Dell computers;
- Late availability – Lastminute.com; • safety – Volvo cars.

This list of approaches is not exhaustive. Successful differentiation strategies are numerous and can arise from any area or combination of areas in the value chain.

The extent to which a firm is able to differentiate, given the nature of the market, depends on the skills and competences available to it that competitors cannot easily match. Sustained competitive advantage is likely to come from four areas:

- Technical superiority;
- Quality;
- Giving customers more support services; • more value (for the same money).

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Differentiation strategies are best suited to markets where there are many ways to differentiate the product or service and these differences are recognized by consumers to have value. This is especially so when buyers' needs and the uses of the item are diverse. Differentiation, as the word implies, means not following the crowd. In this sense it helps if few other firms are following a differentiation strategy.

III. Focus Strategies

A focus or specialization strategy aims at building a competitive edge and carving out a market niche position by concentrating on only a portion of the market, e.g. concentrating on a particular group of consumers or a limited geographical market, or certain uses for the product. Examples of firms employing a focus strategy include Rolls Royce (luxury cars), Ferrari (sports cars), Ryanair (low-cost flights to non-major airports)

Competitive advantage via focusing is won either by cost leadership in the segment served or differentiation from meeting the needs of the target segment more effectively. This means either concentrating on cost-effectiveness for custom orders and short production runs, or providing unique and valued product features.

The methods are very much the same as the broad-based cost leadership and differentiation strategies outlined above.

Focusing is particularly attractive when there are distinctly different market segments, no other rival is attempting to specialize in the same segment, the firm's resources do not permit it to operate right across the market, and when segments differ widely in the size, growth rate, profitability and intensity of the five competitive forces.

The successful focuser's specialized approach and unmatched skills in serving a limited market help it defend against the five competitive forces. Rivals do not have the same ability to serve the focused firm's clientele. Entry into the niche is made harder by the focuser's distinct competence.

This also acts as a hurdle that substitutes must overcome. The unwillingness of customers to shift their business to firms with less capacity to serve their needs blunts their bargaining power.

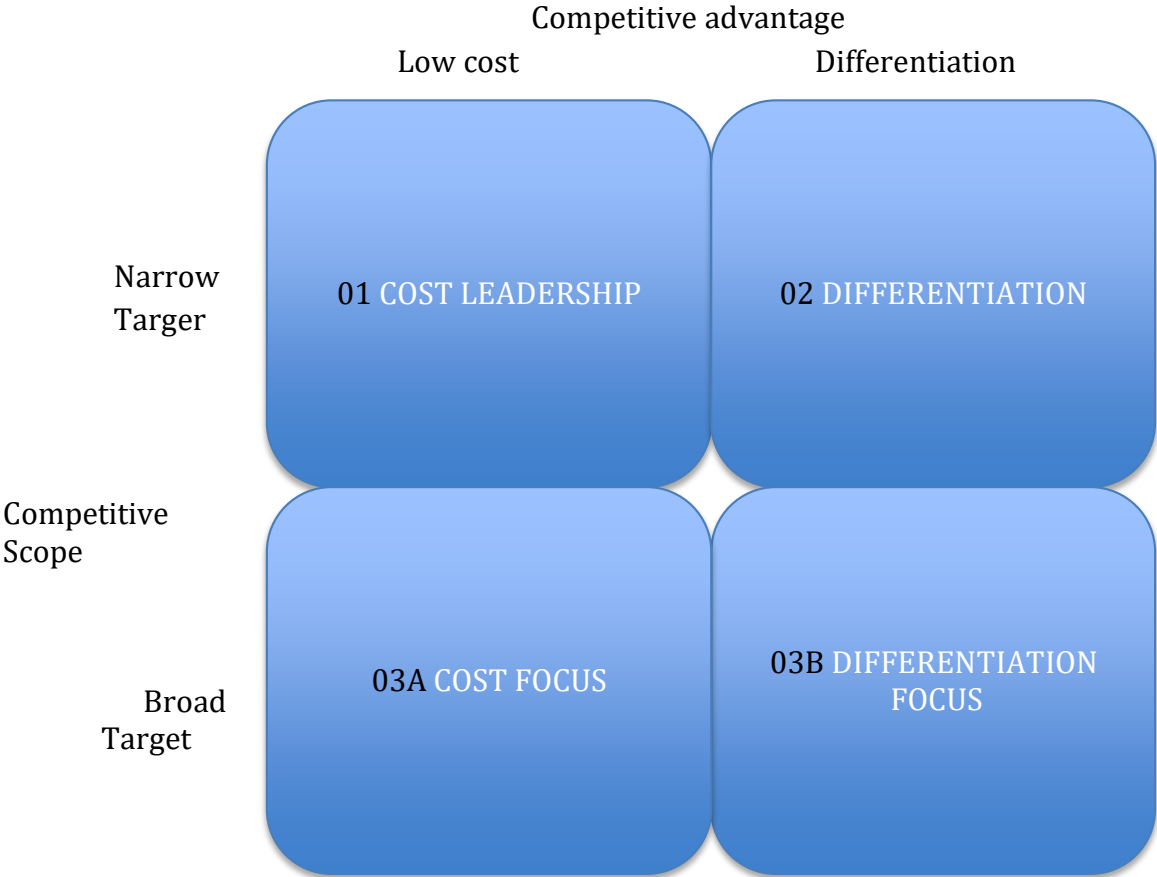


Figure 10 Three generic Strategies. Source Porter (1985)

2-2 The Organizational Plan

2-2-1 Definition

The organizational plan is an important and essential function in management, as it is not possible to imagine managing any business without organizing efforts collectively, it is a tool that we stand on and through which we can set the appropriate work processes that requires The work on it should proceed by choosing the best and less expensive methods. The components of the organizational plan are:

Human Resources: It is the number of the individuals and groups who work in the organization or company as heads or employees and those who were employed in it to perform all its functions and works under the umbrella of its organizational culture, which clarifies, controls and unifies their behavioral patterns and a set of plans, systems, policies and procedures that regulate the performance of their tasks, and their implementation and integration of the organization's functions in order to achieve its mission, goals and future strategies.

In return ,these human resources receive from the organization in the process of exchange of benefit between them represented in compensation a variety of salaries, wages, and job benefits.

2-2-2 Organizational Structure:

2-2-2-1 Definition

The way in which tasks are organized, the main roles of employees are identified, the information exchange system is identified, coordination mechanisms are defined, and the necessary interaction patterns between different departments and their employees.

(QARYOUTI, 2008)

2-2-2-2 Characteristics of an organizational structure: (RADWAN, 2013)

The organizational structure has several characteristics including the following:

- **Appropriateness:** It should be appropriate to the size and the nature of the company's activity.
- **Realism:** Not ideal, but it expresses the tasks and works that represent the real competencies of the company.

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-Flexibility: the possibility of change, modification and development to keep pace with the development of activities, tasks and needs of the company

-Clarity: Accurately demonstrates the relationship between administrative levels, and the sequence of authority relationships and responsibilities for different activities.

-Simplicity and uncomplicatedness: it helps to facilitate flow and communication both vertically and horizontally, and to achieve effective coordination between sectors, administration, divisions, etc.

2-2-3 The companies' legal status: (Center, 2022)

This classification is generally focused on the nature, ownership of the company's capital, otherwise, they are classified as public institutions, semi-public or mixed institutions, and private institutions.

- Private companies: These are institutions whose capital is owned by an individual, and they are divided into two types as follows:
 - **The individual company:** Its legal personality is mixed with the personality of the capital owner who establishes this company.
 - **The Corporate Company:** The company can be defined as “a contract between two or more people to carry out a common business and share the resulting profit or loss, as it results in the emergence of a moral person, financially independent. Corporate companies are divided into three main groups:

- ❖ Private partnerships company: These partnerships are characterized by personal jitters and mutual trust between partners, in which the partner's personality plays a major role, so that it is permissible for him to assign his shares only with a certain conditions, so the Company will be closed in case of his death or a none trust by other partners or the bankruptcy.

It includes the following types:

- Solidarity company (SNC): The partners provide shares that may be equal or different depending on the value and nature of the share, while

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Their engagement exceed the shares they provide, to include their private properties, other than the shares provided, and this is the most important advantage of this company, this company is defined as a commercial company that consists of at least two physical persons. It carries out its work under a commercial title consisting of the names of the partners.

□ Simple Recommendation Company: It is a partnership consisting of two parties, simultaneous partners to whom the basic law of joint partners applies, and limited partners, i.e. their liability is limited to the extent of their shares, and they can

Trading their shares and the limited partner can manage the company as his name appears in the name of the company, while the testator can obtain privileges on the joint partners, such as a guarantee of profits at a fixed rate provided by the company even if it does not achieve real profits, which it will bear in the coming years.

□ The joint venture company: the joint venture company is distinguished from the other commercial companies, in that its entity is limited between contracting parties, and that it is not intended to be tampered with, as it is a hidden company among the partners themselves, and that it lacks of the moral personality, i.e. NO capital and address, and it is organized on the basis of the partners' financial disclosure, It shall be dissolved after the completion of its work and the works of which it was established, as it is a temporary company.

❖ **Capital companies**: These are the companies that are based on financial considerations, and personal considerations in them.

The liability of a partner in equity companies is limited to the share he has given in the capital. It includes money companies of joint stock companies.

Joint Stock Company: A joint stock company is defined as a company whose capital is divided into shares of equal value

It is negotiable, and each partner is responsible for the company's debts except to the extent of the shares he owns. The Algerian legislator requires that the capital of the joint-stock company be at least 5 million (DZD) if the company resorts to public subscription, and at least one million DA if the company resorts to closed incorporation (the formation of capital is limited to founders only). The legislator has set a minimum number of shareholders, which may be less of 7 person, but did not set a maximum number of shareholders.

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❖ **Mixed companies:** These are companies with a mixed consideration and financial elements.

Companies with a mixture of characteristics so that the characteristics of people companies and the characteristics of money companies operate within it

Limited Partnership with Shares: The Limited Partnership is established by shares, the capital of which is divided into shares between

One or more joint partners who have the capacity of a merchant and are always responsible and jointly liable with the debts of the company and the partners are limited shareholders and bear the failure according to their amount of their shares, the number of recommended partners can not be less than 03.

Limited Liability Company: A limited liability company is established by one or several persons whom they do not bear failure only within the limits of what they have provided. And set an address for the company and can

It includes the name of one of the partners or more, provided that this name is preceded or followed by the words - “Limited Liability Company” or an initial of it, i.e. “LLC” and a statement of the company’s capital.

A single person company is a limited liability company that includes one person as a sole partner.

This company is called a one-person corporation with limited liability

2-3 The production plan

2-3-1 Definition

It refers to all the procedures related to production, costs, equipment and supplies needed by the project, and procedures of storage, raw materials, sources of supply, as well as post-production and maintenance services

2-3-2 The importance of the production plan

- Adopting strategies for overall planning that lead to balancing production capacity with demand at the lowest costs.
- Raw materials supply planning.
- Optimally planning to supply raw materials at the right time and in the right quantities.
- Optimum utilization of production resources.
- Raising productivity to the maximum possible when demand is available
- Adopting demand strategies that reduce storage costs to the minimum possible.

2-3-3 The demand quantity setup

During this process, the company must determine the necessary requirements according to the scheme, and therefore it must be aware of the various factors that affect the accuracy of demand forecasts, as the latter plays an important role in the implementation of the following three tasks:

- Preparing sales forecasts for each product over the appropriate planning period.
- Combine orders for each product into a total order.
- Translating the total demand for each period of time into employment, operations, and other production elements.

There are factors that affect the level of demand for the company's products, and these factors may be internal, such as the organization's marketing efforts, the design of the product itself, strategies for improving customer service, product quality and price.

It may also be external factors or the so-called market factors, which are factors that have a great impact on demand, such as the level of competition or the potential reaction of competitors, the direction of the business strategy in the company, and the consumer's

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impression about the products, as well as their behavior under the influence of social and demographic features, in addition to random factors that would also affect the occurrence of the general economic cycle and the accuracy of demand, such as the economical situation

2-3-4 The fulfillment of the demand

This stage is based on determining the alternatives that the company may employ to meet production expectations, as well as identifying the related constraints and costs.

This stage is specifically based on the following tasks:

- Preparing alternative resource plans to meet the requirements.
- Determine the most appropriate plan to meet the total demand at the lowest operating cost.

In order to ensure an effective production plan, it is recommended to form a team composed of managers from the departments of manufacturing, marketing, purchases and financial affairs.

The preparation of a production plan requires the availability of a number of information, including:

- Materials/Purchases information.
- Operations/Manufacturing information.
- Engineering designs/process designs. Sales, marketing and distribution information.
- Financial and accounting information.
- HR information.

2-3-5 The production process: (ZAHWANI, 2008)

-The analysis and assessment of the Environmental conditions

The planning process starts from the surrounding environment, and accordingly, the management of the institution in general and its planning in particular impose on it the detection and distinction of the elements of its environment, its diagnosis, its location and determining the impact on its performance, as well as determining the restrictions it imposes and the opportunities it provides which leads to the achievement of efficiency and effectiveness of the company.

-Setting goals:

Defining goals represents a basic stage of the production planning process, as it shows the vision of the company and what the company wants to achieve in its field of activity, and the decisions taken according to these goals that determine its clear future vision

-Identification of alternatives and possible working methods

It is necessary to list the most important methods available to reach the goals as a preparation for their evaluation and selection of the most appropriate ones.

The process is to find criteria to be evaluated and then to compare them and select the appropriate ones as well , and these criteria remain (quantitative criteria), no matter how different their forms are related to the concept of economic efficiency, and we point out that there is no fixed rule for setting a number of alternatives for each case.

-Formulation, implementation and modification of plans:

The next step of the planning steps is to develop the necessary plans to achieve the objectives of the company under the spot of the environmental opportunities and risks.

2-4 The financial plan

2-4-1 The concept of financial planning:

Financial planning represents the financial aspect of economic planning ,which is a good method for distributing materials and exploiting them optimally to achieve the objectives of the company.

In other terms, it is an organizational activity in the financial field that seeks to choose goals and achieve them using the best available tools.

It includes the study of the financial incomes of the company and its expenses, it also extends to the study of saving as one of the sources of financing and investment, and also includes an assessment of the needs of funds and the areas of their use.

2-4-2 The importance of the financial Plan

It provides an opportunity to learn about future financial needs and prepare for them in advance. It also provides the opportunity to know what the financial position and profitability of the company will be in the future in order to take corrective actions if necessary.

When a need for cash is revealed in one of the coming months, the financial manager can think of a number of financing alternatives and choose the most appropriate one, so that the funds can be obtained in the best way in terms of their cost and amount. Whereas, if financial planning is not used, the date of this need will not be revealed, and consequently, the company will fall into financial tight situation, and getting out of this situation may be not easy, and this will cost a big amount of expenses than the first case. Which gives financial planning an importance because it deals with determining the need for funds, the amount of this need, its duration, its signature and the source of its coverage, in addition to the method of paying it. (KORDY, 2012)

2-4-3 The content of the financial plan

2-4-3-1 The debut of the Project financing costs

i. Investment cost:

It represents the total amounts needed to set up the project, which are usually estimated while taking into account the following:

- The investment cost of a productive asset.
- Incorporation expenses.
- The general capital .
- The cost of external financing during the project construction period.

ii. The Operation cost :

- Operating expenses
- General and administrative expenses.
- Financing expenses.

Operating expenses represent the largest part of these costs, and we can say that raw materials and production requirements of all kinds, and labor constitute the largest part of operating costs, and therefore must be emphasized when estimating.

- Estimating the cost of raw materials
- Estimating the cost of production supplies
- Labor cost estimation

2-4-3-2 Table of results' account:

- Definition

The results accounts table can be defined as (a table that summarizes the costs and outcomes of the cycle regardless of the date of collection or payment, and also shows the difference between these outcomes and costs after deducting depreciation and provisions, profit or loss of the cycle).

- Components of the results table

-The cycle cost

It consists of all expenses related to the activity, such as the consumption of goods, raw materials, goods and services used in the production cycle, as well as the various expenses associated with this activity from taxes, fees and expenses of employees, financial expenses, expenses allocated to the consumption and insured, and all expenses related to the unusual exploitation of the company.

-The annual production cycle

- Exploitation goods
- Unexploited goods

- Intermediate balances of management

It is about the various average results that appear in the table, and how they are distributed in order to reach the net annual result of the exploitation cycle.

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-The annual global financial results and the net results

By summing the two previous results, we get the semi-final level of results, which is the global annual financial results or the exploitative cycle, and after deducting the tax on profits at a certain rate, we get the net financial result of the exploitative cycle.

This result is considered as an important indicator for measuring the profitability of the private capital used in the company. It is considered as a result or profits from the use of these funds after distributing the other cost elements to other productive factors. It is also used to calculate the profitability of the elements of private fixed assets in the same way.

2-4-3-3 The budget

Asset elements: They are a group of uses or properties that are owned by the company, including fixed ones and movable, and the word assets includes everything related to investments, stocks, and debtors.

- Investments: (investments) consist of properties that were created by the company or whose possession has been acquired in order to carry out its activity. The investments are used for a long period of time, and therefore they are permanent values.
- Stocks: It includes everything that is purchased or produced internally with the aim of consumption and use in production or resale.
- Debtors: It includes all the rights of the Company over third parties and consists of two groups : the first one achievable and the second one is ready.

Liabilities elements: They are represented in the financial sources that are used to finance the elements of assets, and they are divided into two parts

- Private funds
- Debts

The result: We can find it in two cases:

- In case of profit: the result is recorded on the liabilities side, in order to maintain the balance of the budget.
- In case of a failure: the result is recorded on the assets side, in order to maintain the balance of the budget.

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2-4-3-4 Threshold of payoff:

It is the point at which the sum of expenses is equal to the total revenue, so the net profit is equal to zero. The highest point is called the profit area and the lowest of this point is called the loss zone.

Methods to analyze the equal point

- Graphical method: It is determined according to graphical methods, by making the vertical axis represent revenues and costs, and the horizontal axis represent production and sales, then the total revenue curve is drawn, on which each point represents the expected revenue and at each level of production, and the total costs curve is drawn, on which each point represents the level of total fixed and variable costs and for each level of production as it draws the total costs curve, on which each point represents the level of the total fixed and variable costs and for each level of production, in addition to drawing the fixed costs curve and the variable costs curve.
- Mathematical method: The break point can be reached mathematically either in the form of the volume of a product or in the form of a specific value for this production, and it can also be reached either through totals or through averages.

The chapter's conclusion

The business plan, which represents a basic pillar for establishing companies, was also highlighted from what was shown, the preparation of the project's business plan gives its owner a deep understanding of it, as it has become a mean of identifying the threats and obstacles that face the project in order to anticipate or avoid them. and processed so by obtaining the appropriate information and defining the strategies to be followed by the whole team.

Chapter three

THE PRACTICAL PART OF THE B.P.M SPORTS' CENTER

1 The presentation of the project

Offering the services of physical and mental preparations for athletes in order to make great performances during local, regional, national, and international competitions In an eco-healthy center with a low price all of that in an environment full of grass, lakes, mountains and fresh air is absolutely a unique opportunity that all the sport clubs should grab with open arms which is our project for this dissertation.

1-1 The idea of the project

The name of our center is B.P.M Sports' Center, which is the acronym of "Beats Per minute", the pulse is measured by counting the number of times your heart beats in one minute which is related directly to all sports (The common thing between all disciplines and all sports).

As a sport advocate, and as an entrepreneurship student, I came up with this idea of launching this center due to the lack of infrastructure in the region especially when I asked sport inspectors why do not we make preparations close to our city but move to Algiers or other cities instead?

His answer was clearly the fact that there is a lack of that kind of infrastructure in the east region comparing it with the center region and the minimum budget that the clubs have.

From that answer I had a spark on my mind to think on a project that offer these services for a low budget for such talented, professional athletes with a healthy food for more performances and results.

It was clear that there is a space in a market to implement such project as everyday there are a lot of new individuals get involved in the sport field and start their career in it.

1-2 The importance of this project

- The better the preparation, the more winning athletes there are and the more medals are obtained in competitions and the more prosperous our sports sector will become.
- Offering these services in different cities accessible to individuals will have a positive influence on them and be a push for that practice, that routine practice will contribute to reduce drugs, crimes, and most importantly less disease and illness due to the sport activities.
- The protection of the environment and the climate due to the use of recycling materials, and less of cement as it becomes a necessity goal worldwide.
- Contributing to the reduction of unemployment rates that Algeria has been facing in the past years by the number of the Human resources that we will hire in the center.
- Offering physical and mental preparations' services for athletes in the region.

1-3 The goals of the project

- Providing sports services for clubs in the Eastern region of Algeria.
- Providing healthy food for these clubs and athletes.
- A profitable project for the owner of the project.

2 CSIP Model for the project

-Competencies and background

- Sport Athlete for more than 10 years.
- First level sports trainee (being a trainer by next year)
- Academic competencies in the sport field
- Academic competencies in the management and entrepreneurship
- Academic background in different other sectors (Tourism, Ecological sector)
- Different experiences worldwide in Marketing, Social entrepreneurship, youth empowerment, ...
- The large network due to the participation in the events, conferences, forums.

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-Aspirations of the entrepreneur

- The survival of the project
- The sustainability of the project
- The growth of the project
- The available facilities in the country that facilitate the funding of the project
- The fiscal exemptions
- The privileged land concessions

-The possibilities available in the environment

- The legal way of the project within the Algerian constitution
- Fewer competitors, especially in the region.
- Availability of suitable property lands for such investment and the excellent location.

Throughout the previous factors and their intersection, we obtain the area of possibilities that enables the embodiment of a successful project that can achieve the stated goals.

Since the area of possibilities is an immeasurable area, and based on the observation of the elements inside the other area, we figure out that the area of opportunities is **an adequate area** for starting the project with caution, a very well-developed business plan, keeping updated all the sections, plans, planning trainings to the employees, developing their capacities, enlarging the network and trying to balance all of the areas sustainably.

After defining that area and deciding to launch the project, we ought to pass through several mandatory steps that would give the project credibility and the legal way

that would allow the activity to be carried out in an orderly manner in accordance with the laws and legislations of the Algerian constitution.

After checking and seeking more information from experts in the field, the nature and legal way of the company will be an “EURL”, a single-person company with limited liability. As for the financing loan form, it is a tripartite financing with “CNEP” “Investment loan” (Credit d’investissement) with the inclusion of The National Investment Development Agency (ANDI) that offers advantages of tax exemption and reduction for investors.

Therefore, the trigger of this stage is the legal way of the project “EURL”

After that, we obtain the commitment that represents the acquisition of the financing approval for the launch of the project by “LA CNEP”.

As we can say that in this stage, the initial idea (Trigger) and the commitment is to go down the market to check the competitors and their strengths and weaknesses, identifying the suppliers, athletes and clubs requirements in order to offer a service of quality and through which the requirements and characteristics of the project were determined.

After obtaining the capital, raw materials, equipment that belong to the project, providing the necessary human resources for the project, the work begins by starting to involve in the activity. And then the company stands on its feet through the threshold and control over its activity through a comparison between the planned and the present time.

3 Project Executive summary

A summary Table

Full Name of the owner	Karim BENSARSA
The commercial name	The B.P.M Sports' Center
The name on the Trade register	Sports Compound (For profit)
N° of the activity	605017
The location of the project	El Kalla- Taref
The legal way of the company	EURL (As a debut)
The financing institute (loan)	CNEP (Bank) ANDI (Support Agency)
Target group	Professional (Clubs, NGOs, Individuals)
Total Investment	43 600 000 DA
Labor	22

Table 01 A summary table

4 The marketing Plan

4-1 The market analysis

Our target market is limited to professional athletes either individuals or groups (Sports clubs or NGOs) from the different parts of Algeria.

Based on what we need as information about our market, our target group, we made a choice on doing a survey intended to athletes from different disciplines divided on three axes or dimensions in order to get more information about what are the obstacles or issues that the sport in Algeria is suffering from and why are not we getting more medals in all kind of competitions locally or abroad?

From the above, we have provided that survey to 100 professional athletes from different gender (Male and Female), different background (All status, all academic levels), and different age (All competition categories)

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After finishing the survey, we have been analyzing and gathering all the results carefully, question by question, section by section, in order to set the appropriate competitive strategy that should be implemented to enter the market with the rely on the SWOT, PESTER, and PORTER analysis for more decisive decisions.

4-1-1 PESTEL Analysis

-POLITICAL factors:

- The Algerian government has introduced a new piece of modifications and a shifts on the constitution and legislation that intends to develop more the Sports sector by the increase of the amount of budget in the (State Budgetary funds 2022) LFP 2022.
- The stability of the country is a fundamental element that Algeria has and work on constantly although the HIRAK and the tremors on 2019.
- The favorable market for investments for “Algerian Passport holders”, or partnerships with Algerian citizens

-ECONOMIC factors:

- The increase of The Algerian GDP has not grown massively in the last years but it is evidence that the GDP growth is good positive sign for investing in sectors and developing it.
- The launch of several devices under the name: “ANADE” to support holders’ projects.
- The concession lands given for diverse projects (Agriculture, Tourism, Sports centers with a symbolic price.
- The fiscal and taxes exemptions in almost all the projects for boosting the wheel of economy 3 to 5 years of exemptions
- The shifting demographics is growing on one hand and the infrastructure on the other hand ought to be developed and built in parallel with the same level as we are more than 43 Millions.

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-SOCIAL factors:

- Youngers, millennial, athletes and the Z generation are so involved and interested for a better healthy lifestyle and good shapes.
- The religion, the ethics and the ethnics are not going to be a wall or a “Tabou” for some practices such, sports, car driving for women ...etc.
- Due to less entertainment over the country most of the Algerians switch to following all categories of sports and willing of a professional careers.
- The internet, the trips abroad and the connection with occidental countries has had an impact on grabbing ideas such the practice of sport on a daily basis.
- The Entrepreneurial Spirit that becomes a trend or a common standard in the Algerians’ mentality for the financial freedom and independence.

-TECHNOLOGY factors:

- The technology has been a global force for the globalization and as it has been mentioned in the elements before (the connection and the influence), it has impacted and made a revolution for the businesses, it will help deliver the services or the products easily and efficiently if using it in the appropriate way.

-LEGAL factors:

- The bureaucracy that slow the moving forward rapidly is one of the problems that legal way in Algeria is suffering from since ages although the massive suggestions of the digitalization of administrations and processes and procedures
- The platforms of legislations, law texts, the real government engagements that govern investment projects are present and applicable.

-ENVIRONMENTAL factors:

- The top government has signed the UN chart vision and agenda 2030 and it should contribute to reach out these objectives that intends on “The protection of the environment and climate change”. (website), 2018)

Chapter three

- The northern east region is a UNESCO natural protection park that is considered as an adequate and appropriate climate for an ecological sports project center. (UNESCO, 2019)
- The fully involvement of the government on switching to the renewable energy with the use of recycling equipment

4-1-2 Porter's five forces

-Threat of new entrants

This force measures how difficult it is for new actors to enter the playing field, the more money and time it costs the easier it is for established companies to charge higher prices and negotiate better terms.

Since our company does not need substantial capital outlays for facilities and technological equipment as a debut then that's something many business entities can afford and enter the market to compete. Therefore, we say the threat of new entrants is rather high there.

In other words, anyone with a 30% of the capital can enter the field and establish that Sports' center in the Algerian virgin market; yet it does not mean that anyone with that capital can succeed and achieve a 5 stars company. There is no doubt about the fact that easy market entry does not guarantee business prosperity but we take this as a threat from other competitors to enter the market.

-Threat of substitutes

These are the products or services that the customer can switch to as an alternative. For instance, our low cost sports' center is the substitute for the high priced centers either way in the neighboring countries (Tunisia) or the expensive Sports' center in other regions in Algeria.

Since the substitutes are easily available then the threat is high but in our case we are being THE SUBSTITUTES, which implies that we are the threat to the original available centers. As a result, the demand for our center services will likely be increased due to the presence of a comparable replacement with a low budget as the clubs and NGOs request for (Following the athletes' survey analysis)

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-Bargaining power of buyers

Due to the high number of customers (Athletes, clubs, NGOs), there is not a real power of these customers to be tough negotiators when it comes to selling prices. Moreover, what we offer is based on low-cost services, which means that what our customers will find what they are looking for in the beginning. Consequently, we reach the main objective of pushing the customers to switch from other sports facilities to our outstanding sports center comfortably.

-Bargaining power of suppliers

As we are offering services, we barely get dependent on suppliers in the field and that helps our center to be more independent than the bargaining power of suppliers.

We do consider that force as a weak fist against our center.

4-1-3 SWOT analysis:

INTERNAL	<p>STRENGTHS</p> <ul style="list-style-type: none"> ➤ The low cost of the stay in our center ➤ The healthy food during the stay ➤ The ecological layout and equipment ➤ The adequate climate for the physical preparations 	<p>WEAKNESSES</p> <ul style="list-style-type: none"> ➤ The significant distance for athletes coming from central, western and southern cities. ➤ Less visibility on the market (the beginning of the branding)
EXTERNAL	<p>OPPORTUNITIES</p> <ul style="list-style-type: none"> ➤ The insufficiency of sports' centers in Algeria ➤ The several competitions nationally and internationally make the athletes to do physical preparations regularly. ➤ Due to the financial crisis and the low currency change; the clubs and athletes from other countries could come for a low budget 	<p>THREATS</p> <ul style="list-style-type: none"> ➤ The availability of infrastructure in the country by side (Tunisia) is a considered as competitors. ➤ The loyalty of some clubs to other centers ➤ The opening of other centers nearby

Table 02 The BPM Sport's Center SWOT Analysis

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Observing the weaknesses within our center and finding ways to overcome them by investing in the opportunities, because even though the distance for athletes to come prepare in our center is considerable, the lack of centers will lead them to sacrifice the distance for the incredible stay in the BPM center.

The marketing plan and the branding image that we will work on will put our center on the map regionally and nationally and in aims to expand internationally as a long-term expansion strategy.

However, the threats that we will be confronting from external environment will be tackled with the help of our strengths. Moreover, our combination of low cost, healthy food and cozy stay will be difficult to dissect.

4-1-4 The marketing environment

4-1-4-1 The competitors

Based on the few statistics and information provided, we have had difficulties to gather as many information from specific administration to show us the availability of other compounds, and other sport centers in the national territory.

The figure below shows the number of sports infrastructures in each city separately, which means that there is not a complex that contains a multi disciplinary sports infrastructure.

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Figure 13 The Sports' facilities

In the east region and specifically in EL TAREF city, we can distinguish that they neither have any pool, nor any athletics stadiums, and solely two specialized gyms in the city. We can recognize as well that the bordering cities have almost the same issues concerning the lack of compounds and centers of practicing martial arts' sports.

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Due to the high number of athletes as mentioned in the official ministry website, more than “783030” athletes (see photo below) and the lack of the infrastructure dedicated to the sports chosen by our team, we can figure out that the demand and the needs are much more significant than the offer, taking into consideration that a lot of compounds, centers are closed due to the lack of budget provided by the ministry of youth, or due to the indifference of the local administrators.

Theses infrastructures available in the market that we consider as our competitors are considered as weak competitors since most of them are not providing the stay during the journey, but they rather offer the other services. Meanwhile, our added value that we consider as the strength of our project is the healthy food that we provide to our welcoming guests, because especially athletes and their whole team want to make a full stay without having to move from a place to another wasting time in the transportation or queuing for meals.

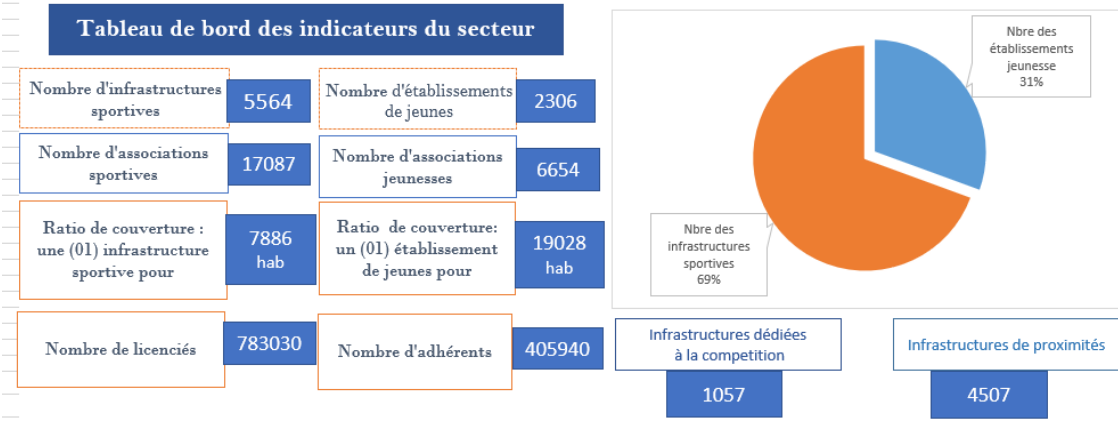


Figure 14 Sports’ indicators

4-1-4-2 The suppliers

Theses are the other sides that our center works with or the sides that provide us with necessities, equipments or other services.

We basically focus on the fresh food that we bring to our center as we provide healthy food to our customers.

We select our suppliers based on some criteria and the most relevant ones are:

- The time of delivering the food
- The quality of food and vegetables
- The facilities offered by these suppliers

Chapter three

We mostly work with local trustworthy wholesalers in order to involve locals to work with us.

4-1-4-3 Customers

Our project works mostly with B2B business, as we work with all sports clubs, NGOs in the field, even individuals but whom they are professional with a whole team (Manager, physical and fitness trainer, even a whole company sometimes)

We have another type of clients which I consider as a B2C business that I consider as a constant revenue for the survival of the center against bankruptcy.

Based on the statistics gathered from the appropriate administration, there are more than 27770 athletes in the field, if we take the ones in the Taref city and the bordering cities who barely have centers for preparations which will give us a large range of opportunities and attract them to our center instead of traveling for hours to the center or the west region.

4-1-5 Demand study

After the field study based on the information gathered from the specific administration (La ligue) of each discipline, and due to the lack of detailed statistics, we did our best to question the employees in each department to obtain approximately the number of competitions, the number of athletes in each discipline and the number of compounds and centers available. In the tables below you will find the statistics, based on which we have set our demand in the East region as a sample.

In the table below, we can recognize the number of competitions for one discipline taken from the official administration.

We can figure out that there are more than 32 competitions during the season (see appendix n°01) for all categories, in other words, our athletes in the JUDO should prepare for their competitions at least 25 times/ year in an adequate center for a better performance.

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Due to the lack of information provided by (La ligue) of Karaté, we could not receive an official document stating the exact number of competitions during the year, but they have informed us that it is almost the same as the Judo and kung fu

Types	Karaté	Athletics	Judo	Kung-fu	Total
N° of competitions per season	32	30	32	32	106

Table 03 Number of competitions per year

In this upcoming table, we will be showing the number of athletes in each discipline based on the statistics collected in the same administration in Constantine, and throughout this, we will be reflecting them on our target market (see annex n° 02,03)

Types	Karaté	Athletics	Judo	Kung-fu	Total
N° of athletes in Constantine	1899	1100	865	350	4200

Table 04 Number of athletes in Constantine

In the table below, we will be showing the number of clubs and Sport NGOs that are active and exercise in Constantine, while they participate in all kind of competitions.

Types	Karaté	Athletics	Judo	Kung-fu	Total
N° of CLUBS and NGOs in Constantine	29	20	15	6	70

Table 05 Number of Sport clubs in Constantine

Based on the sample information collected, we made an approximate calculation with experts in the Sports administration here in Constantine to know how many athletes in the East region of Algeria that we can approach and make them our target group.

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Types	Karaté	Judo	Athletics	Kung-fu	Total
Constantine	1899	1100	865	350	4200
El Taref (-10%)	1709	990	779	315	3793
Skikda	1899	1100	865	350	4200
Annaba	1899	1100	865	350	4200
Souk Ahras (-5%)	1804	1045	822	333	4004
Guelma (-20%)	1519	880	690	280	3369
Oum el Bouaghi (-5%)	1804	1045	822	333	4004
Total of Athletes in the East region					27770

Table 06 Total Number of athletes in the east region

Summary

According to the tables and numbers above, we see that we have about 27770 athletes in all categories only in the Eastern region that are in the need of areas and compounds to make their preparations during the season in order to take part in more than 106 different competitions with the availability of less than 67 centers which do not all have residence venues to accommodate the athletes knowing it is a merely tiny number compared to the number of athletes.

4-1-6 The market offer

The table below clarifies the number of specific sport centers that are available in the east region, some of which have been closed for a long period due to administration issues, others have been under renovation for a couple of years, and others undergo a lack of budget to carry on the services offer.

In the table below, we can study the offer made by different centers where we can notice the tiny number compared to the number of athletes that should be accommodated to take part in competitions.

Based on that, we have been considering implementing that center to reduce that lack with a capacity of bringing 160 athletes at the same time on each competition.

Cities	Constantine	Taref	Skikda	Annaba	Guelma	Souk Ahras	Oum Bouaghi	Total
N° of Labs	10	4	9	15	10	11	8	67

Table 07 Number of labs in the east region

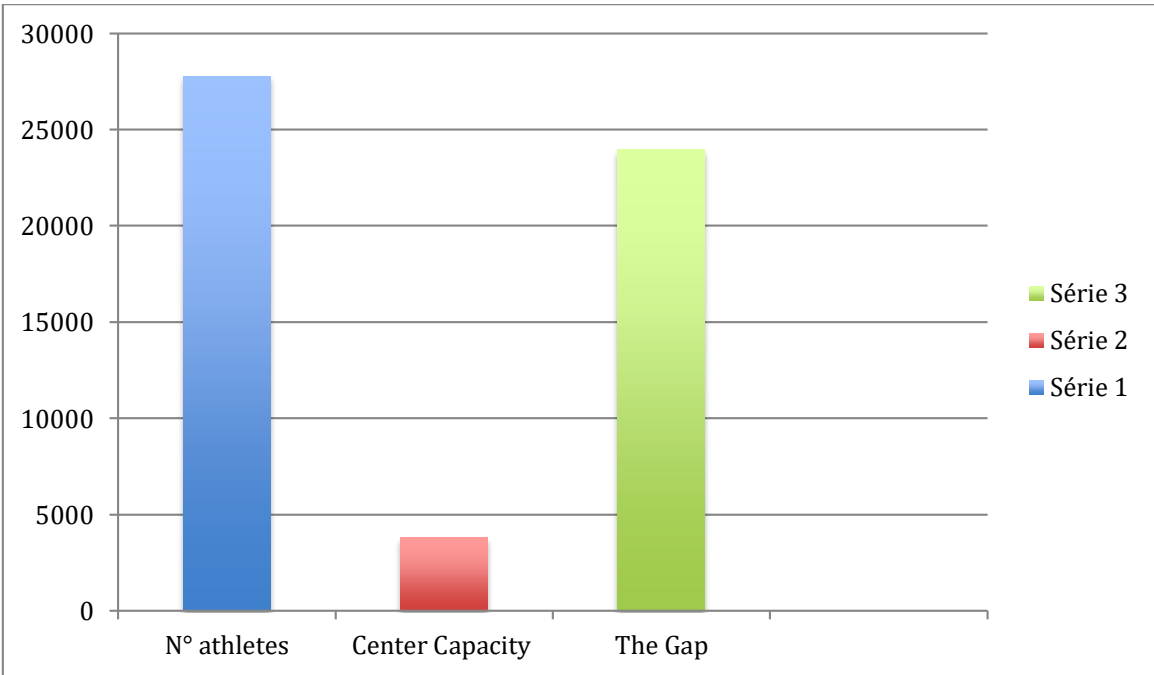


Figure 11 the gap between the demand and the offer

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-The predictable demand is

1 room = 4 Athletes

27770 athletes =? Rooms

$27770/4 = 6945$ rooms

6945 rooms = around 70 centers in the East region

70 centers → 10 centers/city with capacity of 6945 rooms

-The offer is

1 room = 4 athletes

Available centers = 970 rooms

Available athletes accommodation= $970 \times 4 = 3880$

67 centers in the East region with capacity 970 rooms

4-1-7 The market gap

By comparing the statistics, we conclude the following:

60 centers with 100 rooms/ center → 5975 rooms

4-1-8 Sales forecasting

From the above calculations, we found that the value of the market gap is greater than the services offered in the market (region) within a year, and for this we say that the services offered are the services conquered or sold in view of the expected demand in the market.

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PS: Since we are aware of the unpredictable market, we set a strategy of conquering just 30% from these athletes and clubs, in other words we will be focusing on 30% of the competitions that will be held on different levels plus the incomes from the individuals and locals (B2C), the table below will clarify our forecast sales during the year

Types	-Events and conferences	-Physical preparations	-Kung-fu -Karaté -Judo	-Athletics -pool	-Gym -Aerobic
Clubs and NGOs (B2B)	2 500 000DA	13 750 000DA	/	/	/
Individuals (B2C)	/	/	720 000DA	2 400 000DA	1 800 000DA
Total incomes	2 500 000DA	13 750 000DA	720 000DA	2 640 000DA	1 800 000DA
Total			21 410 000DA		

Table 08 Estimated total incomes in all disciplines

In the next table, we will be predicting our sales forecast in the upcoming years with a 3% increase of sales, due to many factors (The marketing campaigns, the network, the market evolution, the strategy used and the vision of the expansion in the 5 years later)

Year	2025	2026	2027	2028	2029	2030	2031
Turnover	21 410 000DA	22 052 300 DA	22 713 869 DA	23 395 285 DA	24 097 144 Da	25 300 200 DA	26 567 100 DA

Table 09 the years' turnover

4-2 The marketing strategy

4-2-1 The mix marketing

Companies today are forced to market their products and services in the best way, and this only comes from providing an appropriate marketing mix to the consumer and his environment, and the following is an explanation of the marketing mix for our project.

Chapter three

4-2-1-1 Product

Our center offers the service that mostly all the sports clubs, NGOs in the field, and professional individual athletes are looking for. Below the global service will be detailed. The infrastructure that as an athlete you will need to prepare for your upcoming competition

- The cozy, comfortable, fragrant, fresh or warm (depends on the season) wooden cabins
- The multi-sports gym with all the equipment that you will need.
- A SONA and ICE baths for recovery.
- A healthy food supervised by a professional nutritionist
- For art-martial sports, we provide a hangar with tatami mats
- A pool for different exercises
- A grass field for athletics sport
- The free access to the beach for hard HIIT preparations or the mountain climbing to develop more the endurance quality.

4-2-1-2 The price

We have relied on determining the pricing of the services provided by our management department after reviewing the level of prices adopted by competitors in the market, which are variable and not subject to specific criteria, in addition to relying on the interviews we conducted with customers and clubs’ heads, where we relied on setting prices based on how many days one would stay, the price of the events and the price of the use of our services without accommodation, so that the prices are competitive and exclusively less than the prices of competitors, and this is what we can note through the following table:

Services provided to Clubs and NGOs (B2B)

Types of services	1 night 3meals+Dojo or pool+ Sona +Relaxation	One event 1night+Dojo service +Meals+ Conference room	Dojo Groups with coaches (Karate, Judo, Kung- fu
Price	2500 Da/person	2500 Da/person	20%/ person

Table 10 Types of services offered by our center (B2B)

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Services provided to Individuals (Locals) (B2C)

Type of services	Gym (Body building)	Pool (Free swimming)	Aerobic (Cardio)
Price	3000Da/month	4000Da/month	3000Da/month

Table 11 Types of services offered by our center (B2C)

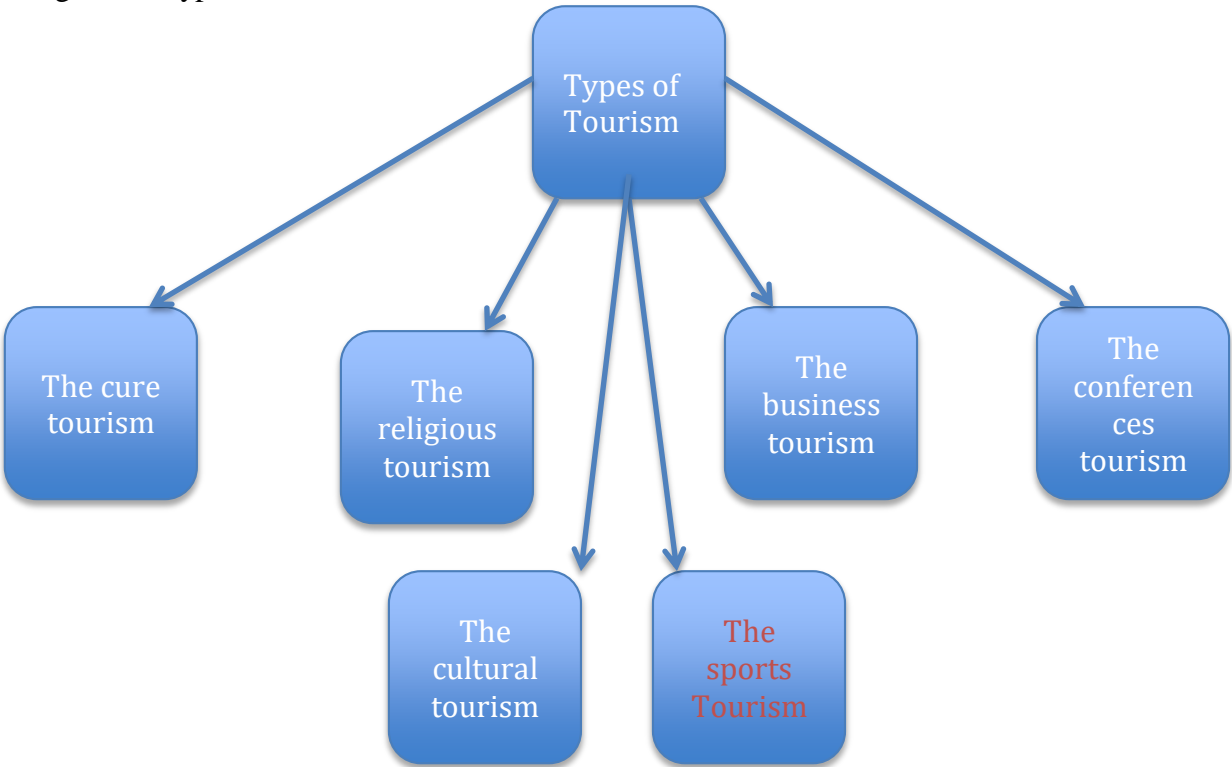
4-2-1-3 The promotion

Since we will be working with Clubs, NGOs and professional individuals, I personally think that we do not need only a classical promotion by spending money on a marketing campaign and waiting for clubs to approach us

But I would rather use another strategy by going and bringing the profit and not waiting for the profit

On a first level, we will not play a main role just in the sport sector, but we will be rather playing a huge push to promote the Sports tourism, as this figure below show us the types of tourism, and how we can catch that there is a main type called Sports tourism

Figure 14 Types of tourism



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Since we will focus on the B2B, there will be a sales representative who will set appointments with heads and presidents of clubs and NGOs to present our center and our services' packages that we offer.

Our department will work hard to promote the sports tourism by means of the organization of sport amicable competitions, conferences, events and forums by inviting either a current or ex known players in each discipline, or international figures in the same sport and invite athletes to participate and acquire more technics, knowledge, recommendations and tips.

The second point, which I regard as a fundamental element, is "The patronage and how our department should seek and find funds, grants and support for such marginalized athletes, or athletes with disabilities to prepare them for Paralympic games, national and international competitions

The social media will be used as a window to share, influence, and attract more partners and stakeholders for other projects in the sport fields.

The upcoming business model will sum up the vision of that department and how they operate to make the center survive, gain more, sustain and meanwhile create a trustworthy brand image.

Business Model Canvas		Designed for:	Designed by:	Date:
		Commercial department	Karim BENSARSA	The D day
Key Partners	Key Activities	Value Propositions	Customer Relationships	Customer Segments
Embassies NGOs (Different sectors) MENA Organizations Sport Clubs Sports NGOs Coaches and influencers (in the sport)	Tackling the lack of financial support to paralympic athletes. We will have a direct relationship with these athletes (a trustworthy relationship)	Low cost Healthy food Adequate climate Comfortable stay Ecological atmosphere	The continuing and on going preparations for the different competitions to different categories in order to keep them on a high level	People with disabilities Orphans young athletes (poor families) Pralympic athletes
Motivation for partnerships:	Key Resources	Characteristics:	Channels	
The availability of funds Programs dedicated to empower youth Helping and supporting people with disabilities More visibility on a national level The acquisition of the infrastructure and equipment	The infrastructure The venue The adequate equipment The professional staff	The satisfaction of the customers The fulfillment of their physical and mental needs before competitions	La liga of each concerned sport (Athletics, karaté, judo, Kung-fu) Clubs where they train on a daily basis NGOs where they are members The use of social mediato reach out that category Parents or responsible administration Minors centers	
Cost Structure			Revenue Streams	
The team responsible for the commercial department in our main project BPM center who are paid on a monthly salary, guided by Karim BENSARSA.			Our customers are (Embassies, NGOs, and international organizations) are up to fund our ongoing projects dedicated to people with disabilities, orphans, minors centers and paralympic games athletes . They will support our projects by partial Bank transfer	

Table 12 the business model for commercial department

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Answers and analyses of our survey: (see annex n° 04 for the survey questions)

		Participants	%
Gender	male	60	60%
	female	40	40%

		Participants	%
Age	between 15 and 25	30	30%
	between 25 and 30	50	50%
	above 30	20	20%

		Participants	%
Region	North	20	20%
	East	60	60%
	West	10	10%
	South	10	10%

		Participants	%
What sport do you practice?	Athletics	36	36%
	Karaté	23	23%
	Judo	21	21%
	Kung fu	20	20%

		Participants	%
02-Do you participate in competitions?	Yes	100	100%
	No	0	0%

		Participants	%
03-What kind of competitions do you participate in?	Local	100	100%
	Regional	98	98%
	National	83	83%
	Olympic	35	35%
	International	40	40%

As it is displayed in the six questions above, our survey was diverse to deal with the whole segment with 60% are males and the others are women, with varying age range, approaching the whole regions of the country to collect as many information as possible.

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All of them are competitors and professional athletes who participate in different competitions locally and internationally.

		Participants	%
04-Do you like Sports competitions?	Yes	100	100%
	No	0	0%

		Participants	%
05-Do you see yourself as a competitor?	Yes	100	100%
	No	0	0%

		Participants	%
What is the first criteria do you give for a competitor or for yourself?	Champion	15	15%
	Self-sacrifice	30	30%
	Perseverance	20	20%
	Mind of steel	5	5%
	Modesty	6	6%
	Respect	14	14%
	Courage	10	10%

From the above questions, we can distinguish that all the athletes are practicing sports by passion and without obligations, but with different criteria, although the diverse opinions about sport and competition, all of them are pouring in the same bath which is bringing medals and honoring the Algerian flag and country.

		Participants	%
06-Du you regard being part of competitions as a satisfaction for your needs?	Yes	100	100%
	No	0	0%

		Participants	%
If yes, then what are these needs (2 answers max)	Need to belong	10	10%
	Need for self-esteem and others as well	15	15%
	Hygienic need	30	30%
	Need to escape	20	20%
	Need to channel stress	25	25%

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		Participants	%
07-Why do you take part in these competitions? 3 answers max	To have fun	5	5%
	Thrive	10	10%
	To challenge ourselves	25	25%
	To win	35	35%
	Be in competition	39	39%
	Be with friends	20	20%
	Make efforts	10	10%
	Be popular	5	5%
	Make memories	22	22%
	Feel emotions	3	3%
	Make friends	20	20%
	To travel	40	40%
	Entertain	20	20%
	Progress	31	31%

		Participants	%
08-What are the emotions that you feel during a competition? 2 answers max	Euphoria	5	5%
	Excitement	80	80%
	Stress, anxiety	50	50%
	Adrenaline	79	79%
	Fear	2	2%
	Welfare	4	4%

From the above questions, we conclude that the majority of the athletes have different emotions, feelings, state of mind either before, during or after competitions, a win or lose, so as a management team, we ought to give much interest to the psychological side of these athletes for a better performance especially these athletes are coming from different regions, age, gender, mentality and classes.

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		Participants	%
09-What do you mainly favor before a competition?	Physical and technical training	70	70%
	Mental preparation	8	8%
	Care	0	0%
	Sleep	0	0%
	The appropriate diet	22	22%
	Communication	0	0,0%

		Participants	%
11- Rate, from 1 to 10, the importance of the psychological support before and after the competition:	Do not agree	14	14%
	Totally agree	86	86%

		Participants	%
12- Is there any psychological support provided before the competition by professional staff?	Yes	10	10%
	No	90	90%

From that question, we can understand that more than a half of the athletes favor the physical and technical preparation, however, a high % as well focuses on the appropriate diet as a fundamental element that goes in parallel with these preparations. Otherwise, the results won't be as planned before competitions.

We can see in the second and third question that athletes agree on the mental preparations as they are on a high level competitions, because they know that the mental is engine of the body, and it has to be intact all time long the season.

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		Participants	%
10- Would you prioritize physical preparation or mental preparation?	Physical training	87	87%
	Mental preparation	13	13%

		Participants	%
13- Is the food provided during the preparations adequate to the needs?	Yes	8	8%
	No	92	92%

		Participants	%
14- Do you usually make mental and physical preparations before competitions?	Yes	3	3%
	No	97	97%

		Participants	%
15- Do you make these preparations in sports centers?	Yes	2	2%
	No	98	98%

		Participants	%
20- Are the available sports centers accessible for all the athletes during competitions?	Yes	0	0%
	No	100	100%
	It depends	0	0%

The majority of our sample answered that there is a huge lack of specialized centers and compounds in the national territory or the ones that are available are not accessible for many reasons.

Based on their answers where they make these preparations, mostly they take them to colleges, schools for spending nights there.

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		Participants	%
16-Who covers the expenses during the pre-phase competitions?	Sponsor	3	3%
	Government (Ministry of youth)	1	1%
	Staff contributions	1	1%
	Athletes themselves	95	95%

		Participants	%
17-Does the government provide budget for the whole competition preparations?	Yes	0	0%
	No	97	97%
	Just a part	3	3%

		Participants	%
18-Does the government provide the necessary equipments and tools for your field of sport?	Yes	1	1%
	No	94	94%
	Partially	5	5%

		Participants	%
19- Is the transportation from hometown to places where the preparations take place paid by the ministry of sports and youth?	Yes	0	0%
	No	97	97%
	Just a contribution	3	3%

These last questions were about the government support for sports other than football, we can distinguish that there are less subventions, and support given by the ministry of youth and sport, or other government administrations to stand up with this sector beside football which is more privileged; we can see that these clubs are running to find sponsors and support from private companies or by their own money to survive and keep advancing with sport and competitions.

Chapter three

4-2-1-4 The Place

Since we are offering a non-mobile service provider with a fixed infrastructure of all the needs required by our customers and clients; we have emphasized on the strategic geo localization of our center, the accessibility to our center as well as the bordering areas around our center.

The main channel of distribution of our services is in direct relationship with athletes and their team.

Once our clients or guests arrive to our facility, they will find these upcoming elements waiting for them for a better stay:

Our center is localized in an area full of fresh air

Mountains and non-urban zone surround our center

Our center is less than 3 km away from the beach

Our center is closer to the main commodities in case of emergency.

Besides focusing on the delivery of the fresh and healthy food on time with 3-meals/ day we also offer extra meals upon request by the clubs or NGOs during their stay

4-2-2 The Marketing strategy

Based on the analysis of the surveys made by our target customers (Athletes), and due to high answers on the low budget that the clubs have, due to the obstacles of finding sponsors and funds for the clubs, we have decided upon using the leadership cost strategy to reduce the costs to the minimum through these underneath key drivers:

- The input cost, which includes the salaries of our employees and the raw materials (which we do not possess as we only offer a service)
- Economies of scale which include the fixed and variable cost, on that element, as a company we should always work harder in order to reach the lowest priced cost for our service unit to be a leader cost which we will clarify in the mix marketing element.
- The experience that the team has (the efficiency of the employees, the trainings that we will provide, the clear vision of the center, the short, mid and long term objectives established by the team.

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- Relying on the symbolic price concession given by the authorities to build that center, it is another cause of a real decrease of cost and takes that advantage on our side.
- Our ecological center will be built with wooden cabins and avoiding cement and sand will help us reduce the cost as well; at the same time the use of renewable energy is costless compared to electricity, the use of recycling equipment inside the cabins (The model of Japan Olympic games 2021) has enlightened me to use it to protect the environment and have a positive impact on our athletes in the worldwide competitions (Indirect Awareness campaign).

PS: From an objective point of view, all of these elements are playing on our side to be a leader cost center as we intend to be without excluding other factors practically while establishing the center.

4-2-3 Our vision

Sustainable scale up in a world full of scale down

4-2-4 Our mission

To empower athletes to lead and cascade sustainable change in communities experiencing and advocating sport in an appropriate eco-system

4-2-5 Our values

- Leadership role
- Peace building tool
- Empowerment communities

4-2-6 Our Slogan

- « Mens sana in corpore sano »
- «A Sound Mind in A healthy Body»
- «العقل السليم في الجسم السليم»

4-2-7 Our Logo



Figure 12 the logo of our project

4-2-8 The expansion strategy

We were establishing a mid and long term strategy for our project expansion that focuses on three main axes, we will be explaining them shortly below:

- To begin with, our team will be gathering a huge data after receiving different clubs from the 4 disciplines that we selected before, these data will be used with experts and professionals in the field while we will be using the AI (The artificial intelligence) methods to facilitate and precise better preparations offered to the clubs based on the quantity and quality of information that we have through the years (We can use the strategy of differentiation with another segment of the market)
- In addition to that, we will be expanding to other collective sports such as Volleyball, handball, etc. while we will gain more profit, more branding, and a broader network.
- Involving the government as a third party will give us a chance to get authorizations, and an expansion land to promote the sport by soliciting and promoting sport and work in collaboration with the (Federation Algérienne du Sport et travail)

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5 The organizational plan

5-1 The human resources' needed

The position	The competencies	Net monthly salary
The manager	Management, leadership, languages, Sport experience	50 000 DA
The secretary	Communication Languages	27 000 DA
The commercial department 2 positions	Marketing, languages (French, English) Experience in NGOs	50 000 DA 25 000 DA
The maid 4 positions	Trust, Discipline	20 000 DA 20 000 DA 20 000 DA 20 000 DA
The Security guard 2 positions	One year Military service	24 000 DA 24 000 DA
The restaurant 3 positions	3 years experience in cooking	25 000 DA 23 000 DA 23 000 DA
The receptionist 2 positions	Languages, nice look	30 000 DA 30 000 DA
The nutritionist	Master in Sport nutrition	50 000 DA
Interns (trainees) part time job	Digital marketing, Marketing of services	9 000 DA 9 000 DA
Accountant	Accountability, 3 years Experience	40 000 DA
Coaches 3 Positions	Body building, Swimming, Aerobic	30 000 DA 30 000 DA
Entertainment (Sona, chilling room)		28 000 DA
Total year net salaries		607 000DA

Table 13 Total year net salaries

5-2 The legal status

After gathering information from the CNRC (Centre National des Registres de Commerce) administration about the types of companies and its differentiation as we have explained it before, we decided to do a single person company "EURL" for our center under the activity number 605017 named: Sports compound (see annex n° 5)

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The reasons of using that type of company is related to some advantages and facilities offered by the constitution, we can summaries them in few points:

- ✓ Limiting responsibilities
- ✓ The better management for the project
- ✓ The possibility of the continuity of the project
- ✓ The facilities of moving from a one person to group of partners

EURL THE B.P.M SPORTS' CENTER

5-3 The facilities provided by the government:

Since we will obtain the loan from the bank and benefit from the ANDI (The National Investment Development Agency) taxes exemptions, theses upcoming points will clarify the advantages of that agency to new investors:

Project assembly period:

- VAT exemption on assets and services,
- Exemption from customs duties on imported equipment,
- Exemption from transfer duty on real estate acquisitions,
- Registration fee at reduced rate (0/00) for constitutive deeds and capital increases,
- Possibility of partial or total assumption by the State of the expenses related to the infrastructure works necessary for the realization of the investment.

Operational period:

- Exemption, for ten years, from corporate income tax (IBS)
- Exemption, for ten years, from the Tax on Professional Activity (TAP)
- Exemption, for ten years, from Property Tax (TF)
- Possibility of granting other benefits (deferral of deficits and amortization periods).

There are many advantages from other different administrations that help investors implement their projects and prosper the economic sector.

6 The Production plan

6-1 The project location

Our project will be based and established in el Kalla (Taref city) on the left side of the road heading to Tunisia, in front of the famous “TONGA lake”, it will be built on a state property, situated in almost the central part of the National Park El Kalla, surrounded by a wild forest full of a diversity of plants and trees, around 4km far from the beach “La messida”, 8km from downtown el Kalla and on the other side a colossal virgin mountains for exploration.

That project position was selected carefully due to the less urban zone over there, the fresh air and climate for better preparations.

Our sports' center will occupy an area of about 3 hectares

A photo of the position of our center



Figure 16 the localization of our project

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6-2 The equipment and material needed of the project

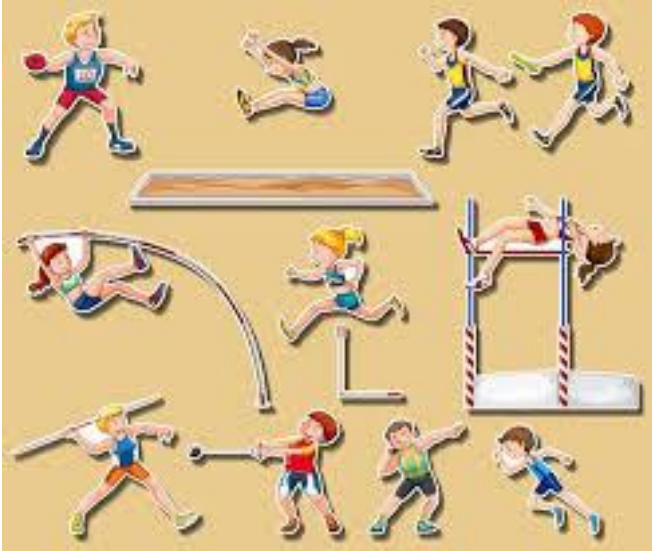
Wooden cabins



Gym equipment



Athletics material



Chapter three

Art martial dojo



Conference room(its equipment)



Restaurant material



Chapter three

Solar energy equipment



Reception and offices material



Chapter three

7 The financial plan

7-1 Estimating investment costs

Types	Quantity	Price
Wooden cabins	16	16 000 000 DA
Pool construction	01	2 000 000 DA
Hangar (For Martial art)	01	600 000 DA
Sona and chilling area	01	1 000 000 DA
Administration	01	600 000 DA
Hangar (For Body building)	01	800 000 DA
Conference room	01	1 500 000 DA
Restaurant	01	1 000 000 DA
Solar system	/	1 000 000 DA
Dojo	3	700 000 DA
Athletics (Material and equipment)	/	400 000DA
Car	01	2 000 000DA
Interior layout cabins (Beds, TV, AC, Tables, etc.)	All of the equipment X 16	6 000 000DA
Restaurant material	/	500 000DA
Gym material		7 000 000DA
Conference equipment (Chairs, AC, Data show, etc.)	/	500 000DA
Working capital	/	2 000 000DA
Total	/	43 600 000DA

Table 14 Estimated investing cost

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7-2 Estimating operational costs:

Type	Price/ year
Concession Land rent	400 000DA
VRD (Voix et reseau diverse)	2 000 000DA
Promotion	200 000DA
Fuel	50 000DA
Internet	25 000DA
Phone	20 000DA
Salaries	607 000DA
Assurance (Employees, car)	25 000DA
Product (food)	4 000 000DA
Paper, registers, pens, etc.	60 000 DA
Total	7 387 000DA

Table 15 Estimated operational costs

7-3 Estimated monthly and annual incomes (B2B and B2C)

Type	Quantity	Price	Monthly incomes	Yearly incomes
Gym B2C And Aerobic	50 both genders	3000 DA	150 000DA	1 800 000DA
Pool B2C	50 both genders	4000DA	200 000DA	2 400 000DA
Karaté B2C	20 M and F	1 000 DA	20 000DA	240 000DA
Judo B2C	20 M and F	1 000 DA	20 000DA	240 000DA
Kung-fu B2C	20 M and F	1 000 DA	20 000DA	240 000DA
Athletics B2C	20 M and F	1 000 DA	20 000DA	240 000DA
Events and conferences B2B	10 (All disciplines above) 100 Guests/Event	2500DA/Person	250 000DA/event	2 500 000DA
Clubs and NGOs B2B	20% Athletes (27770x20%) 5500	2500Da	/	13 750 000DA
Total Incomes	/	/	/	21 410 000Da

Table 16 Estimated annual incomes

The year turnover is: 21 410 000DA

7-4 The estimated five years turnover:

Taking into consideration of the growth of the sports sector with 2% and the huge gap between the demand and the offer, we consider that we will be conquering another 3% of the number of the athletes each year due to the human resources that we have with our center as a consequence our turnover will be increased with the same %.

PS: After the fifth year, as we have mentioned in our expansion strategy, we will be using another strategy with big data and AI for more profit, we expect to raise the % of growth of our center due to the broaden network, experienced human resources, the branding image that we will have, thus, we expect a 5% of growth by the sixth year.

Year	Turnover
2025	21 410 000DA
2026	22 052 300 DA
2027	22 713 869 DA
2028	23 395 285 DA
2029	24 097 144 Da
2030	25 300 200 DA
2031	26 567 100 DA

Table 17 Estimated years turnover

7-5 Depreciation value of the material and equipment

Type	Value (Price)	Lifetime	Depreciation value
Wooden cabins	16 000 000 DA	10 years	1 600 000 DA
Pool construction	2 000 000 DA	10 years	200 000 DA
Hangar (For Martial art)	600 000 DA	10 years	600 00 DA
Sona and chilling Construction	1 000 000 DA	10 years	1 000 00 DA
Administration Construction	600 000 DA	10 years	600 00 DA
Hangar (For Body building)	800 000 DA	10 years	80 000 DA
Conference room	1 500 000 DA	10 years	150 000 DA
Restaurant	1 000 000 DA	10 years	100 000 DA
Solar system	1 000 000 DA	10 years	100 000 DA

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Dojo	700 000 DA	5years	140 000DA
Athletics (Material and equipment)	400 000DA	5years	80 000DA
Car	2 000 000DA	5years	400 000DA
Interior layout cabins (Beds, TV, AC, Tables, etc.)	6 000 000DA	5years	1 200 000DA
Restaurant material	500 000DA	5years	50 000DA
Gym material	7 000 000DA	5years	1 400 000DA
Conference equipment (Chairs, Tables , Data show, etc.)	500 000DA	3years	167 000DA
Total		5 887 000DA	

Table 18 Depreciation materials value

7-6 Project financing structure

Type	%	The amount
Personal contribution	30%	13 080 000DA
The bank Loan (La CNEP)	70%	30 520 000DA
Total	100%	43 600 000DA

Table 19 project financing structure

7-7 Amortization of loans

According to the loan obtained from the bank, our center will start paying the loan a year after getting the last check, with a payment of **2 637 800 DA** by semester.

Years	2025	2026	2027	2028	2029	2030	2031
The loan	30 520 000DA	30 520 000DA	30 520 000DA	30 520 000DA	30 520 000DA	30 520 000DA	30 520 000DA
3 % interest	915 600 DA	915 600 DA	915 600 DA	915 600 DA	915 600 DA	915 600 DA	915 600 DA
Amount paid	5 275 600 DA	5 275 600 DA	5 275 600 DA	5 275 600 DA	5 275 600 DA	5 275 600 DA	5 275 600 DA
Loans unpaid	26 160 000DA	21 800 000DA	17 440 000DA	13 080 000DA	8 720 000DA	4 360 000DA	0

Table 20 amortization of loan

PS: the loan duration varied on the project and decided by the bank committee based on many factors, however, the interest is 3%.

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7-8 The opening budget :01/01/2025

Assets	Amount	Liabilities	Amount
Assets And Equipment	41 600 000	Own capital	13 080 000
Current Assets	2 000 000	Loan bank	30 520 000
Total	43 600 000DA	Total	43 600 000DA

Table 21 the opening budget

7-9 Result Calculation Table

Type	2025	2026	2027	2028	2029	2030	2031
Turnover	21 410 000	22 052 300	22 713 869	23 395 285	24 097 144	25 300 200	26 567 100
Operational Cost	7 387 000	7 608 610	7 836 868,3	8 071 974,35	8 314 133,58	8 563 557,57	8 820 464,32
The added value of exploitation	14 023 000	14 443 690	14 877 000,7	15 323 310,65	15 783 010,42	16 736 642,43	17 746 635,68
Salaries	607 000	607 000	607 000	607 000	607 000	607 000	607 000
Gross Operating surplus	13 416 000	13 836 690	14 270 000,7	14 716 310,7	15 176 010,4	16 129 642,4	17 139 635,7
Depreciation	5 887 000	5 887 000	5 887 000	5 887 000	5 887 000	5 887 000	5 887 000
Operational result	19 303 000	19 723 690	20 157 000,7	20 603 310,7	21 063 010,4	22 016 642,4	23 026 635,7
Loan parts	5275600	5275600	5275600	5275600	5275600	5275600	5275600
Result before taxes	14 027 400	14 448 090	14 881 400,7	15 327 710,7	15 787 410,4	16 741 042,4	17 751 035,7
TAP 1,5%	/	/	/	467 905,7	481 942,88	506 004	531 342
IBS 26%	/	/	/	3 985 204,78	4 104 726,7	4 352 671,02	4 615 269,28
Net results	14 027 400	14 448 090	14 881 400,7	10 874 600,2	11 200 740,8	11 882 367,4	12 604 424,4
Net cash flow	19 914 400	19 914 400	19 914 400	16 761 600,2	17 087 740,8	17 769 367,4	18 491 424,4
Current cash flow	18 611 588,79	17 394 008,21	16 256 082,44	12 787 344,54	12 183 323,03	11 840 479,79	11 515 529,77

Table 22 result calculations

7-10 Explanation of the calculation method:

- **The added value of exploitation** = turnover – operational cost
- **Gross operating surplus** = value added for exploitation - salaries
- **Operational result** = gross operating surplus + depreciation
- **Result before taxes** = Operational result – (Loan +Interest (Yearly))
- **Taxes** = TAP 02% x (Turnover)
- **IBS**= 26% Taxes on the benefit

Ps: exemptions the first 3 years

- **Net result** = result before taxes - taxes
- **Net cash flow** = net result + depreciation

Through the cash flows, we conclude that the capital payback period is as follows:

Payback period = Initial investment value / average annual net cash flow

→ **Average Annual Net Cash Flow** = Total Net Cash Flow / 7 Years

7-11 Financial evaluation of the project

-Calculation of the payback period:

Payback period = Investment value/ average net cash flows

→ Average net cash flow = Total net cash flow/ 7

$$129\,853\,333/7 = 18\,550\,476,14$$

Payback period = 43 600 000 / 18 550 476,14 = **2,35**

$$0,35 \times 12 = 4,2$$

$$0,2 \times 30 = 6$$

So, the period of paying back is: 2 years, 4 months and 6 days

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-VAN

VAN = Total of current cash flows - Investment structure costs

→ Total current cash flow = Cash flow / (1.07)ⁿ

→ n Represents the number of the year

Total current cash flow = 100 588 356,6 – 43 600 000

VAN = 56 988 356,57

Sports' center project can be embodied on the ground, with an estimated net worth of 56 988 356,57 DA

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Chapter's conclusion

In this chapter, we dealt with the preparation of a business plan for our Services Sports' center, where we shed light on the various aspects of the business plan through the study of the production and organizational plan, and we determined the number of people working for the project, as well as the determination of the necessary equipment, as well as the study of the market so that we can identify the competitors and know their strengths, weaknesses, and the preferences of our customers and their desires. We have also tried to estimate the turnover through the financial plan, as it turns out that the project will make a profit.

Conclusion

Conclusion

The Sport sector is considered as one of the fertile sectors for investment in Algeria, due to the lack of such facilities and the large size of the market demand for such services, but to complete a project that serves this market, feasibility study must be prepared first.

In our previous chapters, we showed how to prepare the business plan for the realization of a Sports' Center, where we elaborated how a marketing plan was implemented to identify the project environment, the size of the market, and how to meet its demand and acquire a part of it.

We have seen also the necessary equipment and material for the production process and how to use them in the best way to achieve the goals set in the marketing plan, and after that we showed the organizational chart that determines the human resources needs and how to organize them to suit the production process, to accomplish in the end the financial plan, in which we showed the financial resources necessary to cover what was referred to in the previous plans and thus come out with the investment result .

From this study, we reached the following results:

- The new considered project in the region, and it is considered among the feasible projects that achieve good incomes, especially since the region represents a fertile climate for investment.

- The great importance of the investment support mechanisms provided by the Algerian state for the development and encouragement of investment projects, especially in the sport and tourism sector.

- Preparing a business plan is not an easy process because it requires high mental and cognitive abilities.

- The business plan is a document that summarizes in a practical way the strategy that the organization will follow in order to achieve goals within a period of time and by specific human resources, technical and financial means.

Conclusion

- The business plan is a clarification of the strategic path of the company, whether it comes to the beginning of the activity or during its life, on the one hand, the delivery of this strategic path to the various parties (stakeholders, government, customers) in order to convince them and increase their confidence in the project.

- Learn how to translate the theoretical study to prepare business plans in a purely applied manner.

-The investment and operational costs of our project are very high, according to what we saw in the production plan.

-Our project, The B.P.M center is a sports compound with good returns and incomes.

-The financial plan is what proves to us the success of our previous plans rather than their failure.

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List of references

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Annexes

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الشهر	التواريخ	الأنشطة	الأماكن	ملاحظات
ديسمبر 2021	04-03	امتحان اجتياز الدرجات 1 دان البنوة الجهوية للتحكيم "الناحية الشرقية"	الجزائر قسنطينة	وطني ما بين الرابطة
	01-31	امتحان اجتياز الدرجة الأولى 1 دان	مغسكر	وطني ما بين الرابطة
	08-07	البطولة الجهوية اكابر فردي (رجال و سيدات) و حسب الفرق اشبال و بطولة الكاتا	سطينة	وطني
جانفي 2022	16-15	البطولة الجهوية اشبال فردي (انث/ذكور) و حسب الفرق اواسط	مغسكر	وطني
	22-21	البطولة الجهوية اواسط فردي (انث/ذكور) و حسب الفرق اصاغر	غلة	ما بين الرابطة
	29-28	البطولة الوطنية اشبال فردي (انث/ذكور)	سطينة	وطني
فيفري 2022	05-04	امتحان اجتياز الدرجات (4.3.2.1) دان منافسات	سطينة	وطني
	12-11	البطولة الوطنية اواسط فردي (انث/ذكور)	مغسكر	وطني
	19-18	امتحان اجتياز الدرجة الأولى 1 دان	بومرداس	وطني
مارس 2022	26-25-24	البطولة الوطنية اكابر فردي / البطولة الوطنية كتا (سيدات/رجال)	الجزائر	وطني
	05-04	امتحان اجتياز الدرجة الأولى 1 دان	بلعاس	وطني
	19-18	البطولة الوطنية اكابر فردي نصف مفتوح (سيدات/رجال)	بلدة	وطني
افريل 2022	26-25-24	البطولة المقاربية اشبال فردي/ حسب الفرق (انث/ذكور)	الجزائر	وطني
	23-22	رمضان البطولة الوطنية اكابر حسب الفرق المختلطة (سيدات/رجال)	غرداية	وطني
	07-06	البطولة الوطنية اواسط / اشبال / اصاغر حسب الفرق	تلمسان	وطني
ماي 2022	14-13	امتحان تقني لاجتياز الدرجات اكثر 35 سنة (6.5.4.3.2.1) دان	تيزي وزو	وطني
	13-14	البطولة الجهوية اصاغر فردي (انث/ذكور) و حسب الفرق اكابر	جوهري	وطني
	20-21	مهرجان المصارع الصغير براعم و الكناكيت (انث/ذكور)	باتنة	وطني
يون 2022	06-02	البطولة الوطنية اصاغر فردي (انث/ذكور)	الجزائر	وطني
	12-10	البطولة الوطنية اكابر حسب الفرق (القسم الأول و القسم الثاني)	مستغق وهران	وطني
	17-16-15	مهرجان المصارع الصغير براعم و الكناكيت (انث/ذكور) اليوم الإفريقي للشباب	الجزائر	وطني
جولية 2022	18-17	امتحان اجتياز في الكاتا 1 دان	سكيدة	ما بين الرابطة
	25-24	البطولة الجهوية فردي براعم انث/ذكور كاس الجزائر اصاغر اشبال اواسط و اكابر (انث/ذكور)	جوهري	وطني
	09-07	كاس الجزائر اصاغر اشبال اواسط و اكابر (انث/ذكور)	تيزي وزو	وطني
جولية 2022	16-15	امتحان تقني لاجتياز الدرجات اكثر 35 سنة (6.5.4.3.2.1) دان	سطينة	وطني
	23-22	المنتقى التقني الوطني (نهاية الموسم)	الجزائر	وطني

العاب البحر الأبيض المتوسط
منافسات جهوي
منافسات وطنية
امتحان الدرجات
ملتقيات وطنية
الانشطة و المنافسات الجهوية



Annexes

19	ASE		X	04	06	08	04	03	03	00	02	01	01	00	01	16	17	33
20	CSP		X	12	10	05	05	03	02	05	01	06	00	02	00	33	18	51
21	CISC		X	05	06	06	08	07	01	07	00	07	00	06	01	38	16	54
22	ACC	X		05	07	01	03	00	02	00	00	00	00	08	00	14	12	26
23	SMA		X	06	04	04	03	05	05	06	08	04	01	02	02	27	23	50
24	ASPTTC	X		03	05	04	03	03	00	01	00	01	00	00	02	12	10	22
25	CFI	X		08	05	15	07	04	02	03	03	04	04	08	00	42	21	63
26	ESEG	X		03	02	04	03	03	00	06	01	01	02	01	00	18	8	26
27	AKZY	X		10	00	30	00	25	0	10	0	8	0	20	0	103	0	103
28	MBAA		X	04	03	05	02	06	03	07	03	02	01	02	01	26	13	39
28				296	234	273	194	202	109	126	74	114	58	167	52	1178	721	1899

Direction de la jeunesse et des sports –siège : cite filali& -25000 Constantine
Tel : 031925922-Fax : 031924317 –Email :djs. Constantine .yahoo.fr

IDENTIFICATION DES STRUCTURES SPORTIVES ET RESSOURCES HUMAINES

Répartition des licenciés par catégories saison 2021/2022

LIGUE DE : ...LIGUE CONSTANTINOISE DE KARATE -DO.....

Effectifs par catégories																		
N°	Noms des clubs	Nature d'activité		pupilles		Benjamin s		Minimes		Cadets		Juniors		Seniors		Total		TOTAL GL
		Uni sport	Omni s sport	G	F	G	F	G	F	G	F	G	F	G	F	G	F	
01	DKS	X		04	02	05	03	01	01	01	02	00	00	06	02	17	10	27
02	ASCCB		X	06	06	08	07	13	09	04	01	05	01	08	04	44	28	72
03	CCAM	X		24	21	15	14	25	18	12	09	21	13	17	12	114	87	201
04	ASEC	X		03	02	04	03	03	00	06	01	01	02	01	00	18	8	26
05	KOC	X		25	20	12	13	16	14	04	03	05	03	06	02	68	55	123
06	ASRA	X		09	05	04	05	03	07	01	01	00	00	01	00	18	18	36
07	PSC	X		08	06	12	18	03	01	06	02	01	03	12	03	42	33	75
08	CDM	X		12	13	30	30	06	04	04	07	01	03	02	02	55	59	114
09	CEC	X		10	08	35	08	10	06	01	01	05	02	00	03	61	28	89
10	AAJ		X	10	05	18	10	07	04	03	02	03	04	06	00	47	25	72
11	ASAM	X		07	03	04	02	09	03	02	02	01	02	05	00	28	12	40
12	SAKR	X		35	30	08	15	10	07	05	03	00	00	04	02	62	57	119
13	CSESKC	X		23	15	07	05	09	02	07	02	05	02	03	03	54	29	83
14	AGFSC	X		08	02	10	03	05	05	02	08	02	02	01	00	28	20	48
15	JSR	X		04	05	08	07	13	01	04	00	03	00	03	00	35	13	48
16	CFC	X		08	06	07	05	05	03	17	09	23	10	20	07	80	40	120
17	COCK		X	05	07	01	03	00	02	00	00	00	00	08	00	14	12	26
18	CKAB		X	35	30	03	05	05	04	02	03	04	02	15	05	64	49	113

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احصائيات الممارسين حسب الاصناف
للموسم الرياضي: 2022/2021

رابطة الجودو

الرقم	البلدية	اسم النادي	النوادي		التعداد حسب الاصناف														
			متعددة الاختصاصات	احدية الاختصاص	كلاصيت	براعيم	اصماغر	اشينيل	اواسط	اكابر	المجموع		المجموع العام:						
01	قسنطينة	AOM	X	/	13	03	12	04	20	02	22	01	17	/	18	01	102	11	111
02	قسنطينة	AJC	/	X	/	/	/	/	08	/	08	/	09	/	03	03	37	09	46
03	الخروب	CSBey	X	/	07	03	12	01	08	03	13	/	03	/	04	/	47	07	54
04	عين سمارة	JAS	/	X	17	03	08	05	01	05	02	09	/	06	/	28	28	56	
05	الخروب	CSM	/	X	31	01	17	04	06	03	03	03	/	/	/	57	11	68	
06	قسنطينة	JSB	/	X	04	01	03	01	03	02	03	01	03	/	/	13	05	18	
07	قسنطينة	JSEC	X	/	29	02	14	06	07	02	03	01	03	01	01	56	13	71	
08	قسنطينة	JCC	X	/	02	/	09	/	21	01	35	09	16	03	24	107	13	121	
9	قسنطينة	OMC	/	X	10	04	15	08	24	09	28	12	10	03	05	92	37	129	
10	قسنطينة	RAC	/	X	16	04	18	07	24	02	17	01	/	/	/	75	14	89	
11	ديوش مراد	RCDM	/	X	03	01	03	01	32	06	02	/	/	/	02	42	09	51	
12	قسنطينة	WAC	/	X	06	01	14	02	/	/	/	/	/	/	/	20	03	23	
13	الخروب	JCBK	X	/	/	/	/	/	10	01	/	12	01	02	03	26	03	28	
14	قسنطينة	ASPTTC	/	X	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
15	قسنطينة	ESB	/	X	/	/	/	/	/	/	/	/	/	/	/	/	/	/	
			المجموع :																
865					138	23	133	40	164	35	149	43	59	16	59	702	163	865	

Annexes

The questions below are selected properly to obtain more information about the Sport's field from professional athletes who are involved in professional Sports' Clubs and NGOs (Associations)

The following questions will be asked to identify why athletes face obstacles when they aspire to win medals either in local, national, or international competition?

Our questions are divided into three sections or dimensions:

- General information
- Material & infrastructure
- Psychological and mental support
- The government support

Our samples represent 100 athletes from the forth different disciplines (Athletics, karate,Judo, Kung-fu) in order to reach all the categories and different gender.

This survey will be translated into Arabic and will be sent online

Full name:

Gender:

Age:

City:

01-What sport do you practice?

02-Do you participate in competitions?

- Yes
- No

03-What kind of competitions do you participate in?

- Local
- Regional
- National
- Olympic
- International

04-Do you like Sports competitions?

- Yes
- No

05-Do you see yourself as a competitor?

- Yes
- No

If yes, then

What is the first criteria do you give for a competitor or for yourself?

- Champion
- Self-sacrifice
- Perseverance
- Mind of steel
- Modesty
- Respect

Annexes

- Courage

06-Du you regard being part of competitions as a satisfaction for your needs?

- Yes
- No

If yes, then what are these needs (2 answers max)

- Need to belong
- Need for self-esteem and others as well
- Hygienic need
- Need to escape
- Need to channel stress

07-Why do you take part in these competitions? 3 answers max

- To have fun
- Thrive
- To challenge ourselves
- To win
- Be in competition
- Be with friends
- Make efforts
- Be popular
- Make memories
- Feel emotions
- Make friends
- To travel
- Entertain
- Progress

08-What are the emotions that you feel during a competition? 2 answers max

- Euphoria
- Excitement
- Stress, anxiety
- Adrenaline
- Fear
- Welfare

09-What do you mainly favor before a competition?

- Physical and technical training
- Mental preparation
- Care
- Sleep
- The appropriate diet
- Communication

10-Would you prioritize physical preparation or mental preparation?

- Physical training
- Mental preparation

11- Rate, from 1 to 10, the importance of the psychological support before and after the competition:

Do not agree Totally agree

1 2 3 4 5 6 7 8 9 10

Annexes

12- Is there any psychological support provided before the competition by professional staff?

- Yes
- No

13- Is the food provided during the preparations adequate to the needs?

- Yes
- No

If no, why?

.....
.....

14-Do you usually make mental and physical preparations before competitions?

- Yes
- No

15-Do you make these preparations in sports centers?

- Yes
- No

If no, so where do you usually prepare for competitions?

.....
.....

16-Who covers the expenses during the pre-phase competitions?

- Sponsor
- Government (Ministry of youth)
- Staff contributions
- Athletes themselves

17-Does the government provide budget for the whole competition preparations?

- Yes
- No
- Just a part

18-Does the government provide the necessary equipments and tools for your field of sport?

- Yes
- No
- Partially



19- Is the transportation from hometown to places where the preparations take place paid by the ministry of sports and youth?

- Yes
- No
- Just a contribution

Annexes

20- Are the available sports centers accessible for all the athletes during competitions?
(Either private or public)

- Yes
- No
- It depends

	<p>وزارة التجارة المركز الوطني للسجل التجاري</p>	
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مدونة النشاطات الإقتصادية الخاضعة للتقيد بالسجل التجاري

وضعية محددة الى غاية 2022/01/06

رمز النشاط: 605017

نشاط مقنن

تسمية النشاط: مركب رياضي (لغرض الربح)

مضمون النشاط:

- مؤسسة رياضية لغرض الربح تتضمن مجموع التجهيزات لممارسة كل الرياضات بصفة جماعية أو فردية (ملعب، قاعة الجيمناز، قاعة تقوية العضلات، قاعة الرياضات القتالية، حوض السباحة، الخ...)
- كل النشاطات المرتبطة بالاسترجاع البدني و الترفيه

النشاطات الإضافية:

- ايواء وإطعام الزبائن المستعملين للتجهيزات الرياضية .