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| **EU Just TRANSITION regenerative tourism & Placemaking scheme for Ireland’s midlands 2023-2026**  **-------------------------------------------------------** |
|  |
| **Investment Grant-Aid Scheme for Private & Community SMEs**  **Business Plan + Sales & Marketing Plan Template C**  **Projects seeking investment grant aid in excess of**  **€500,000** |
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**Completion of Your Business Plan**

This document is **only** for projects where the funding being sought from Fáilte Ireland under this Investment Grant Scheme is **over €500,000**. If you intend to seek funding of €300,000 or less from Fáilte Ireland under this Investment Grant Scheme please use Template A. If you intend to seek funding between 300,001 and €500,000 from Fáilte Ireland under this Investment Grant Scheme, please use Template B.

You are required to complete all relevant sections of this business case document. It is your responsibility to ensure that all sections are completed fully and accurately.

**Special Note**: In the proceeding sections of this document, spaces such as text boxes and tables have been provided for your response to questions. Please note that the text boxes will expand as you add text and comments which is perfectly acceptable, although you must not exceed the word count limits, where applicable. The tables should be amended (e.g. add or delete rows) to insert your content.

**Inclusion of Your Business Plan + Sales & Marketing Plan**

This must be uploaded as part of your application via your account on the Fáilte Ireland Trade Portal.

**Note 1**: You should note that particular sections of the business case may require you to provide supporting evidence and documentation. The Fáilte Ireland Trade Portal provides the facility to upload these materials. However, due to file size/transfer capacity, you are strongly urged to upload such materials in Adobe Acrobat PDF format or as .jpeg files (or other compressed file formats), wherever possible.

**The Remainer of this Document**

The remainder of this document is structured as follows:

|  |  |
| --- | --- |
| **Section A** | **Business Plan** |
| **Part 1** | Business Overview |
| **Part 2** | Ownership & Management Structure |
| **Part 3** | Operations & Financial Plan |
| **Section B** | **Sales & Marketing Plan** |
| **Part 4** | Marketing Plan |
| **Part 5** | Target Markets and Segments |
| **Part 6** | Sales Strategy and Plan |

Section a – business plan

1. Business overview
   1. Introduction

The purpose of this section is to demonstrate how the business has evolved to date, detail of its current activities and detail on its plans to develop and grow in the coming five years.

* 1. Company and Applicant Name

|  |
| --- |
| Add Text |

* 1. Company History

You must provide a description of how the business was founded, any development and investment activity to date, significant milestones and detail of any project implementation to date.

**Description (explanation and rationale)**

|  |
| --- |
| Add Text |

Maximum of 500 words.

* 1. Description of Current Activities

You must provide a broad description of the current activities of the business, including but not limited to, product/service offerings, product/service delivery, market penetration, business administration and operations.

**Description (explanation and rationale)**

|  |
| --- |
| Add Text |

Maximum of 500 words.

* 1. Value Proposition

You must provide a description of the unique selling points, benefits and value the business offers to its target customers, with a particular emphasis on the value proposition of the proposed project for which investment grant funding is being sought.

**Description (explanation and rationale)**

|  |
| --- |
| Add Text |

Maximum of 500 words.

* 1. Business Strategy

You must provide a description of the strategy and goals for developing the business over the next five years, including where relevant, investment plans, capacity and competency development, product/service development and delivery and market development. This should include detail on how the applied for project will help meet these development goals and detail of any complementary or follow on development projects.

**Description (explanation and rationale)**

|  |
| --- |
| Add Text |

*Maximum of 500 words.*

* 1. Project Additionality

You must provide a description of how the proposed project will change the business and contribute to the business strategy. This should include but not be limited to any changes to product and service offering, value added, capacity and/or employment increases, market penetration, ability to raise finance or business capability.

**Description (explanation and rationale)**

|  |
| --- |
| Add Text |

Maximum of 500 words.

* 1. SWOT Analysis

You must complete a SWOT analysis, providing details of the strengths and weaknesses of your business, the opportunities which exist for it and threats to which it is exposed.

**Strengths**

|  |
| --- |
| Add Text |

Maximum of 300 words.

**Weaknesses**

|  |
| --- |
| Add Text |

Maximum of 300 words.

**Opportunities**

|  |
| --- |
| Add Text |

Maximum of 300 words.

**Threats**

|  |
| --- |
| Add Text |

Maximum of 300 words.

1. Ownership & ManagEMENT Structure
   1. Introduction

The purpose of this section is to demonstrate that robust and reliable arrangements are in place, or will be put in place to ensure the successful operation of the business and the project. Your responses in this section will require specific and detailed descriptions to show that the proposed project will be successfully delivered, managed and operated in accordance with best practice; that it will be subjected to review; that the necessary arrangements are in place for change and contract management; and that risk management and mitigation has been considered and planned for.

* 1. Ownership and Management Arrangements

You must provide a description and details of the proposed ownership and management arrangements for the enterprise and an explanation of how the arrangements will work in practice. This may include Owner / Operator Details; Management Capacity and Expertise; Project Planning and Project Management Arrangements; Business Management Structure and Operational Arrangements; and Risk Management.

**Description (explanation and rationale)**

|  |
| --- |
| Add Text |

Maximum of 500 words.

* 1. Management Team

You must provide details of the management team members and their positions in the team below. This must include a brief description of their relevant skills, competencies and experience in the table below.

Management Team

|  |  |
| --- | --- |
| **Management Team Member and Position** | **Brief Description of Relevant Skills / Competencies / Experience** |
| 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |

Add or delete rows as required.

* 1. Governance Structure & Arrangements

You must provide a description and details of how your organisation will be managed, directed and held accountable for achieving the aims and objectives of the business and the proposed project. This should include details on any governance policies and procedures that are or will be, in place.

|  |
| --- |
| Add Text |

*Maximum of 500 words.*

* 1. Project Board of Directors/Trustees (if applicable)

Where a Board of Directors will be in place, or trustees in the case of community projects, you must provide a brief description of their relevant skills, competencies and experience in the table below.

Project Board of Directors/Trustees

|  |  |
| --- | --- |
| **Board Member/Trustee Name** | **Brief Description of Relevant Skills / Competencies / Experience** |
| 1. |  |
| 2. |  |
| 3. |  |
| 4. |  |

Add or delete rows as required.

You must provide a supporting explanation.

**Board of Directors/Trustees Supporting Explanation**

|  |
| --- |
| Add Text |

Maximum of 500 words.

1. Operations & financial plan
   1. Introduction

The purpose of this section is to demonstrate the financial viability of the business and its capacity to deliver on the proposed project and operate.

* 1. Income & Expenditure Projections

You must provide complete details and a full breakdown of the projected levels of income and expenditure for your business for the next five years of operation. The projections should build upon your visitor number projections.

Your projections must consider and reflect all individual income and expenditure generating sources and be categorised accordingly. Each income and expenditure stream should be clear and fully explained.

**Special Note**: for existing businesses, you must provide Fáilte Ireland with a copy of your audited accounts for the last three financial years by uploading to the Fáilte Ireland Trade Portal.

Please check () the box to confirm that you have uploaded your audited accounts to the Fáilte Ireland Trade Portal:

* + 1. Income Projections

Fáilte Ireland anticipates that business will potentially generate income from e.g. (1) admissions, (2) retail sales, or accommodation. Tables are provided below for this income data. However, your projections may include various other income streams beyond this such as catering/food and beverages, and events. As such, additional tables are included for other income data. You may also include additional tables for other income streams, if relevant. You must ensure that the income projections are realistic and consider the visitor market and the operating capacity of your business.

**Income projections – assumptions**

You must provide an explanation of all assumptions underpinning the income projections. This should consider the visitor number projections and all other potential income-generating streams. The assumptions should also explain any benchmarks used in developing the projections, if relevant.

|  |
| --- |
| Add Text |

Maximum of 300 words.

**Income Projections – admissions**

You must complete this table if you expect revenues of this type.

Income Projections - admissions

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Projected Income** | **January** | **February** | **March** | **April** | **May** | **June** | **July** | **August** | **September** | **October** | **November** | **December** | **Annual Totals** |
| Year 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 9 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL INCOME (€)** |  |  |  |  |  |  |  |  |  |  |  |  |  |

Please be as accurate as possible in completing the monthly breakdowns.

**Income Projections – retail sales**

You must complete this table if you expect revenues of this type.

Income Projections - retail sales

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Projected Income** | **January** | **February** | **March** | **April** | **May** | **June** | **July** | **August** | **September** | **October** | **November** | **December** | **Annual Totals** |
| Year 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 9 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL INCOME (€)** |  |  |  |  |  |  |  |  |  |  |  |  |  |

Please be as accurate as possible in completing the monthly breakdowns.

**Income Projections – Accommodation**

You must complete this table if you expect revenues of this type.

Income Projections - Accommodation

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Projected Income** | **January** | **February** | **March** | **April** | **May** | **June** | **July** | **August** | **September** | **October** | **November** | **December** | **Annual Totals** |
| Year 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 9 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL INCOME (€)** |  |  |  |  |  |  |  |  |  |  |  |  |  |

Please be as accurate as possible in completing the monthly breakdowns.

**Income Projections – other possible income stream 1**

You must complete this table if you expect income from any other business activities. Please use a separate table for each activity.

Income Projections - other possible income stream 1

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Projected Income** | **January** | **February** | **March** | **April** | **May** | **June** | **July** | **August** | **September** | **October** | **November** | **December** | **Annual Totals** |
| Year 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 9 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL INCOME (€)** |  |  |  |  |  |  |  |  |  |  |  |  |  |

Please be as accurate as possible in completing the monthly breakdowns.

**Note**: please insert (copy and paste) additional tables for other income streams, as necessary.

* + 1. Expenditure Projections

Fáilte Ireland anticipates that your business will potentially incur expenditure from a range of activities and functions relating to its management and operation. This should consider all potential expenditure streams. Tables are provided below for this expenditure data. However, your projections may include other expenditure streams. You may also include additional tables for other expenditure streams, if relevant.

You must ensure that the expenditure projections are accurate and realistic.

**Expenditure projections – assumptions**

You must provide an explanation of all assumptions underpinning the expenditure projections. It should also explain any benchmarks used in developing the projections, if relevant.

|  |
| --- |
| Add Text |

Maximum of 300 words.

**Expenditure Projections – expenditure stream 1**

You must title and complete table as relevant.

Expenditure Projections - expenditure stream 1

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Projected Expenditure** | **January** | **February** | **March** | **April** | **May** | **June** | **July** | **August** | **September** | **October** | **November** | **December** | **Annual Totals** |
| Year 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 9 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL Expenditure (€)** |  |  |  |  |  |  |  |  |  |  |  |  |  |

Please be as accurate as possible in completing the monthly breakdowns.

**Expenditure Projections – expenditure stream 2**

You must title and complete table as relevant.

Expenditure Projections - expenditure stream 2

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Projected Expenditure** | **January** | **February** | **March** | **April** | **May** | **June** | **July** | **August** | **September** | **October** | **November** | **December** | **Annual Totals** |
| Year 1 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 2 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 3 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 4 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 5 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 6 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 7 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 8 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 9 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| Year 10 |  |  |  |  |  |  |  |  |  |  |  |  |  |
| **TOTAL Expenditure (€)** |  |  |  |  |  |  |  |  |  |  |  |  |  |

Please be as accurate as possible in completing the monthly breakdowns.

* 1. Projected Profit & Loss Account

You must provide complete details and a full breakdown of financial information in the table below to demonstrate the business’ projected profit and loss account for the next ten years of operation. The projections must show the proposed revenue mix and the profitability of the business. The projections must also identify any annual and cumulative operational deficits/surpluses, as applicable.

You must also set-out your business’ proposed expenditure. This should incorporate all of the expenditure streams.

Projected Profit and Loss Account

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Projections** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| **Income** |  |  |  |  |  |  |  |  |  |  |
| Admissions |  |  |  |  |  |  |  |  |  |  |
| Retail Sales |  |  |  |  |  |  |  |  |  |  |
| Accommodation |  |  |  |  |  |  |  |  |  |  |
| Other 2 |  |  |  |  |  |  |  |  |  |  |
| Other 3 |  |  |  |  |  |  |  |  |  |  |
| Other 4 |  |  |  |  |  |  |  |  |  |  |
| Other 5 |  |  |  |  |  |  |  |  |  |  |
| **Total Income (€)** |  |  |  |  |  |  |  |  |  |  |
| **Expenditure** | **Year 1** | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Year 6** | **Year 7** | **Year 8** | **Year 9** | **Year 10** |
| Cost of Sales (Admissions) |  |  |  |  |  |  |  |  |  |  |
| Cost of Sales (Retail) |  |  |  |  |  |  |  |  |  |  |
| Wages and Salaries |  |  |  |  |  |  |  |  |  |  |
| Other Staff Expenditure |  |  |  |  |  |  |  |  |  |  |
| Office Overheads |  |  |  |  |  |  |  |  |  |  |
| Consumables |  |  |  |  |  |  |  |  |  |  |
| Electricity and Utilities |  |  |  |  |  |  |  |  |  |  |
| Telephone |  |  |  |  |  |  |  |  |  |  |
| ICT (Infrastructure, Equipment, Broadband) |  |  |  |  |  |  |  |  |  |  |
| Marketing and Advertising |  |  |  |  |  |  |  |  |  |  |
| Repairs and Maintenance |  |  |  |  |  |  |  |  |  |  |
| Insurance |  |  |  |  |  |  |  |  |  |  |
| Rates |  |  |  |  |  |  |  |  |  |  |
| Life Cycle Costs |  |  |  |  |  |  |  |  |  |  |
| Re-investment Funding |  |  |  |  |  |  |  |  |  |  |
| Other 1 (please state) |  |  |  |  |  |  |  |  |  |  |
| Other 2 |  |  |  |  |  |  |  |  |  |  |
| Other 3 |  |  |  |  |  |  |  |  |  |  |
| Other 4 |  |  |  |  |  |  |  |  |  |  |
| Other 5 |  |  |  |  |  |  |  |  |  |  |
| **Total Expenditure (€)** |  |  |  |  |  |  |  |  |  |  |
| **Net Income / Expenditure (€)** |  |  |  |  |  |  |  |  |  |  |
| **Cumulative Net Expenditure (€)** |  |  |  |  |  |  |  |  |  |  |

Add or delete rows as required. Note: table 39 includes example income and expenditure categories for illustration purposes only. Please amend these for accuracy and relevance to your proposed visitor attraction.

* 1. Cashflow Analysis / Projections

You must provide complete details and a full breakdown of the anticipated cashflow of the business for the ten years of operation following project implementation. The purpose of the cash flow analysis is to show the business’s projected cash in-flows and out-flows over the ten-year period with monthly, quarterly and annual forecasts.

Your cashflow projections must set-out a starting balance and generate an ending balance after accounting for all cash receipts and paid expenses during the period. The projections should also provide an indication of how much cash the business is expected to have ‘on hand’ at the end of each month. The cashflow analysis/projections will be used for financial monitoring and reporting purposes.

You must complete the cashflow analysis tab of the template provided to you (i.e. the Microsoft Excel document titled: ‘Part B – Financial Spreadsheets’). The completed spreadsheet should be uploaded to the Fáilte Ireland Trade Portal.

**Note**: you can prepare your cashflow analysis/projections as a separate document/spreadsheet and submit by uploading to the Fáilte Ireland Trade Portal. In this case, please ensure that it reflects all cashflow details for the pre-requisite ten-year period.

If you have submitted your cashflow analysis/projections as a separate document/spreadsheet, please check () the box to confirm:

* 1. Business Financial Viability

You must provide information on how the business will be financially viable and self-sustaining in the long-term.

|  |
| --- |
| Add Text |

Maximum of 300 words.

PART B – Sales & marketing plan

1. MARKETING PLAN
   1. Introduction

You must provide details on your proposed marketing strategy for the business. This should set-out your over-arching marketing ambition and the proposed high-level strategy for its realisation. You must provide relevant marketing aims and objectives.

* 1. Marketing Strategy

You must detail your assessment of the overall market and the market potential for your business. This should consider the national and international/global outlook for tourism sector.

|  |
| --- |
| Add Text |

Maximum of 500 words.

You must detail any identified gap/s in the market at present that your business and proposed project will fill.

|  |
| --- |
| Add Text |

Maximum of 500 words.

You must specify your marketing aims and objectives.

|  |
| --- |
| Add Text |

Maximum of 500 words.

You must provide details on key market trends that might impact on the performance of your business and proposed project.

|  |
| --- |
| Add Text |

Maximum of 500 words.

You must provide details on key consumer trends that might impact on the performance of your business and proposed project. This should detail your prospective visitors’ needs and motivations.

|  |
| --- |
| Add Text |

Maximum of 500 words.

You must describe how you will provoke and stimulate market and consumer interest in your business and proposed project. You must outline how you will engage and communicate with your target markets and consumer segments. This should reflect your proposed online and offline marketing and promotional strategies and plans, your distribution channels, and how you will convert your marketing activity into sales.

|  |
| --- |
| Add Text |

Maximum of 500 words.

You must detail how you propose to engage with other industry and trade stakeholders.

|  |
| --- |
| Add Text |

Maximum of 500 words.

* 1. Marketing Action Plan

You must provide details in the tables below on your proposed Marketing Action Plan to implement and deliver your marketing strategy. It must set-out your proposed annual marketing budget and be fully costed for the first three years after project implementation. The Marketing Action Plan must consider all relevant types of traditional and online marketing activity and media.

You must specify the particular target market and consumer segment for each action. You must indicate who is responsible for the delivery of each activity (the Lead Organisation) along with any other supporting bodies that might be involved (e.g. partner organisations such as other attractions/product and service providers, trade organisations, etc). You must also provide a cost estimate and the funding source for each individual action. You must detail the total annual marketing costs. You must also detail the anticipated delivery timeframe for each action.

Marketing Action Plan

**Year 1**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **YEAR 1** | | | | | | | | | |
| **Action Name** | **Action Description** | **Rationale for Action** | **Market** | **Consumer Segment** | **Lead Organisation** | **Supporting Body/Bodies** | **Cost Estimate (€)** | **Funding Source** | **Delivery Timeframe** |
| Action 1 |  |  |  |  |  |  |  |  |  |
| Action 2 |  |  |  |  |  |  |  |  |  |
| Action 3 |  |  |  |  |  |  |  |  |  |
| Action 4 |  |  |  |  |  |  |  |  |  |
| Action 5 |  |  |  |  |  |  |  |  |  |
| **TOTAL COST €** | | | | | | |  |  |  |

Add or delete rows as required.

**Year 2**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **YEAR 2** | | | | | | | | | |
| **Action Name** | **Action Description** | **Rationale for Action** | **Market** | **Consumer Segment** | **Lead Organisation** | **Supporting Body/Bodies** | **Cost Estimate (€)** | **Funding Source** | **Delivery Timeframe** |
| Action 1 |  |  |  |  |  |  |  |  |  |
| Action 2 |  |  |  |  |  |  |  |  |  |
| Action 3 |  |  |  |  |  |  |  |  |  |
| Action 4 |  |  |  |  |  |  |  |  |  |
| Action 5 |  |  |  |  |  |  |  |  |  |
| **TOTAL COST €** | | | | | | |  |  |  |

Add or delete rows as required.

**Year 3**

|  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **YEAR 3** | | | | | | | | | |
| **Action Name** | **Action Description** | **Rationale for Action** | **Market** | **Consumer Segment** | **Lead Organisation** | **Supporting Body/Bodies** | **Cost Estimate (€)** | **Funding Source** | **Delivery Timeframe** |
| Action 1 |  |  |  |  |  |  |  |  |  |
| Action 2 |  |  |  |  |  |  |  |  |  |
| Action 3 |  |  |  |  |  |  |  |  |  |
| Action 4 |  |  |  |  |  |  |  |  |  |
| Action 5 |  |  |  |  |  |  |  |  |  |
| **TOTAL COST €** | | | | | | |  |  |  |

Add or delete rows as required.

Summary of Marketing Action Plan Costs

You must provide a summary of annual marketing costs and a total for the three-year period following implementation.

|  |  |
| --- | --- |
| **Period** | **Marketing Costs (€)** |
| Year 1 |  |
| Year 2 |  |
| Year 3 |  |
| **Total (€)** |  |

1. Target Markets & SegmentS
   1. Target Market & Segment Overview

You must provide detail on the key geographic markets the business is targeting and tourism segments/demographics targeted by the product/service offer. This must be consistent with the overall Sales and Marketing Plan.

|  |
| --- |
| Add Text |

Maximum of 500 words.

* 1. Accessibility

You must outline any steps taken by the business and to be achieved during and in implementing the project to facilitate access by persons with a disability so that they benefit from the outcome of the project on equal terms with other persons.

|  |
| --- |
| Add Text |

Maximum of 500 words.

**Target Markets**

You must identify and profile your target markets (geographic) in the table below. You must rank these markets according to the relative strength of opportunity and potential that you anticipate each target market will offer (market 1 being the priority). You must consider both domestic and international markets.

You must ensure that your assessment of selected target markets reflects e.g. the size and potential of each market (historical/current performance); key trends (is the market growing/declining?); and the key characteristics of consumers within each market. You must indicate those markets that are primary and secondary/tertiary. You must describe how your proposed attraction/visitor offering aligns with key trends identified within each market.

Target Markets

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Market Ranking** | **Name of Market** | **Description** | **Potential Size \*** | **Primary \*\*** | **Secondary \*\*** | **Tertiary \*\*** | **Alignment with Key Trends \*\*\*** |
| Market 1 |  |  |  |  |  |  |  |
| Market 2 |  |  |  |  |  |  |  |
| Market 3 |  |  |  |  |  |  |  |
| Market 4 |  |  |  |  |  |  |  |
| Market 5 |  |  |  |  |  |  |  |

Add or delete rows as required. Note: \* You must provide an indication of the potential size of each specified target market. \*\* Please check ( ) box to confirm. \*\*\* You must describe how your proposed visitor attraction offer/experience aligns with each target market.

**Target Consumer Segments**

You must identify and profile your target consumer segments in the table below. You must rank these segments according to the relative strength of opportunity and potential that you anticipate each target segment will offer (segment 1 being the priority).

You must ensure that you detail any key trends or issues per target consumer segment. You must indicate those consumer segments that are primary and secondary/tertiary. You must describe how your proposed visitor experience/offer/project aligns with key trends within each defined consumer segment.

Target Consumer Segments

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Market Ranking** | **Name of Market** | **Description** | **Potential Size \*** | **Primary \*\*** | **Secondary \*\*** | **Tertiary \*\*** | **Alignment with Key Trends \*\*\*** |
| Segment 1 |  |  |  |  |  |  |  |
| Segment 2 |  |  |  |  |  |  |  |
| Segment 3 |  |  |  |  |  |  |  |
| Segment 4 |  |  |  |  |  |  |  |
| Segment 5 |  |  |  |  |  |  |  |

Add or delete rows as required. Notes: \* You must provide an indication of the potential size of each specified target segment. \*\* Please check ( ) box to confirm. \*\*\* You must describe how your proposed visitor experience/offer aligns with each target consumer segment.

**SECTION 5.3 AND 5.4 FOR SUSTAINABLE VISITOR EXPERIENCES AND PROJECTS INVOLVING ACTIVITES/ATTRACTIONS. IF YOUR PROJECT SOLELY RELATES TO ACCOMMODATION, PLEASE GO TO SECTION 5.5**

* 1. Attraction/Activity/Visitor Experience Opening Times

For relevant businesses, you must provide details on the planned daily opening hours, taking account of seasonality, along with an estimation of the total number of hours that the completed visitor experience/attraction/activity will be open per day and per week.

All relevant applicants must complete the tables below. You must also detail your assumptions and the supporting rationale that underpins your planned opening hours in each instance.

**High Season** i.e. April to September.

Operating Times - High Season

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **DETAILS** | **HIGH SEASON** | | | | | | | | | | | | | | |
| **Monday** | | **Tuesday** | | **Wednesday** | | **Thursday** | | | **Friday** | | **Saturday** | | **Sunday** | |
| **From** | **To** | **From** | **To** | **From** | **To** | **From** | **To** | | **From** | **To** | **From** | **To** | **From** | **To** |
| **Daily opening hours** |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| **Total hours per day** |  | |  | |  | |  | |  | | |  | |  | |
| **Total hours per week** | Please state: | | | | | | | | | | | | | | |

Please provide an explanation of the assumptions and rationale underpinning the proposed opening times, and detail how these may vary from current business operations as a result of the project being implemented.

|  |
| --- |
| Assumptions / rationale: |

Maximum of 200 words.

**Low Season** i.e. October to March.

Operating Times - Low Season

|  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **DETAILS** | **LOW SEASON** | | | | | | | | | | | | | | |
| **Monday** | | **Tuesday** | | **Wednesday** | | **Thursday** | | | **Friday** | | **Saturday** | | **Sunday** | |
| **From** | **To** | **From** | **To** | **From** | **To** | **From** | **To** | | **From** | **To** | **From** | **To** | **From** | **To** |
| **Daily opening hours** |  |  |  |  |  |  |  |  | |  |  |  |  |  |  |
| **Total hours per day** |  | |  | |  | |  | |  | | |  | |  | |
| **Total hours per week** | Please state: | | | | | | | | | | | | | | |

Please provide an explanation of the assumptions and rationale underpinning the planned opening times, and detail how these may vary from current business operations as a result of the project being implemented.

|  |
| --- |
| Assumptions / rationale: |

Maximum of 200 words.

* 1. Attraction/Activity/Visitor Experience Pricing Arrangements

Where there is an admission charge, you must provide complete details and a full breakdown of your proposed pricing arrangements for admissions to the visitor experience/attraction/activity. You must set-out your pricing proposals for each category of visitor to be targeted.

You must provide your proposed pricing arrangements for Year 1 following project completion in the table below. You should consider online pricing rates (e.g. potential discounts) as well as rates for different markets/consumers (i.e. domestic and out-of-state visitors) and any special rates that might be offered to local visitors.

You should reflect upon the capacity of the attraction at any given time of the day, week, month or year.

**Supporting Rationale**

You must provide a rationale to support your proposed pricing arrangements, including if there is no admission charge.

|  |
| --- |
| Assumptions / rationale: |

Maximum of 200 words.

The table provides an indicative list of possible visitor categories that you may wish to consider. Please note that this is not an exhaustive list and is provided for illustration purposes only. **As the applicant, it is your responsibility to identify and detail the visitor categories that are relevant to your proposed visitor attraction.**

**Visitor Pricing Arrangements**

|  |  |  |
| --- | --- | --- |
| **Visitor Category** | **Admission Price €** | **Rationale for Pricing Level** |
| Adults |  |  |
| Children (under 18 years of age) |  |  |
| Students |  |  |
| Senior Citizens |  |  |
| Families (Please specify number of adults and children) |  |  |
| Groups (please specify group size) |  |  |
| Trade Groups (via industry partners) |  |  |
| Other Category 1 |  |  |
| Other Category 2 |  |  |
| Other Category 3 |  |  |
| Other Category 4 |  |  |
| Other Category 5 |  |  |

*Add or delete rows (and/or amend row titles) as required.*

**FOR ACCOMMODATION (CATEGORY 2 PROJECTS) ONLY. FOR ALL OTHER PROJECTS SKIP TO PART 6**

* 1. Occupancy

For accommodation businesses/projects, you must provide details on post investment capacity and occupancy rates in the tables below.

You must also detail your assumptions and the supporting rationale that underpins your planned opening times in each instance.

Occupancy Rates - High Season

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **DETAILS** | **HIGH SEASON** | | | | | | | |
| **Monday** | **Tuesday** | **Wednesday** | **Thursday** | | **Friday** | **Saturday** | **Sunday** |
| **Available bed spaces** |  |  |  |  |  | |  |  |
| **Occupancy Rates** |  |  |  |  |  | |  |  |
| **Rate (€) per bed space** |  |  |  |  |  | |  |  |

Please provide an explanation of the assumptions and rationale underpinning the proposed opening times.

|  |
| --- |
| Assumptions / rationale: |

Maximum of 200 words.

**Low Season** i.e. October to March.

Occupancy Rates - Low Season

|  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **DETAILS** | **HIGH SEASON** | | | | | | | |
| **Monday** | **Tuesday** | **Wednesday** | **Thursday** | | **Friday** | **Saturday** | **Sunday** |
| **Available bed spaces** |  |  |  |  |  | |  |  |
| **Occupancy Rates** |  |  |  |  |  | |  |  |
| **Rate (€) per bed space** |  |  |  |  |  | |  |  |

Please provide an explanation of the assumptions and rationale underpinning the proposed opening times.

|  |
| --- |
| Assumptions / rationale: |

Maximum of 200 words.

1. Sales Strategy & Plan
   1. Sales Strategy & Plan Overview

You must provide your proposed sales strategy that sets-out your business’ ‘routes to market’. You must define and describe your proposed business’ ‘saleable’ experience/offering; your sales targets and your plans to achieve them; and your distribution strategy for domestic and overseas markets. You must also highlight the benefits and advantages of each type of sales activity/method chosen.

You must provide a plan that sets-out sales targets for the business and detail the strategies, tactics and activities that you will undertake to drive sales and take the product/service proposition to the market/consumers. Your sales strategy must consider direct (Business to Consumer) and indirect (Business to Business) channels.

Your sales strategy and plan must be fully detailed with all relevant sales activities and be fully costed and time-bound over a minimum three-year period. It should also indicate who is responsible for the delivery of activities, and when, and detail the anticipated outcome/s.

|  |
| --- |
| Add Text |

Maximum of 500 words.

* + 1. Sales Strategy and Plan – staffing arrangements

You must provide details in Table 10 on the staffing arrangements that you propose specifically to implement and deliver the sales strategy and plan/sales activities. You must provide the title and a description and the rationale for each specific position and indicate whether the position is full- or part-time.

Table 10: Sales Strategy and Plan - staffing arrangements

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **No.** | **Position/Title** | **Description** | **Rationale** | **Full-time/Part-time** |
| 1. |  |  |  |  |
| 2. |  |  |  |  |
| 3. |  |  |  |  |
| 4. |  |  |  |  |
| 5. |  |  |  |  |
| **Total** |  |  |  |  |

Add or delete rows as required. Note: the proposed sales strategy and plan staffing arrangements must be reflected in your proposed Staffing Arrangements at Section3.7.3 and your operational costs at Section 4.2.4.

* 1. Customer Relationship Management System

If relevant, you should also provide details on any proposed Customer Relationship Management (CRM) system that you propose to use; how you will use it to manage data and consumer information; and how it will support, inform and influence your marketing and sales activities.

|  |
| --- |
| Add Text |

Maximum of 250 words.

* 1. Co-operation, Cross Selling & Collaboration Analysis

You must clearly identify and describe any other visitor attractions locally/regionally/nationally (or other visitor products or services) that you expect that your business will co-operate, cross-sell and collaborate with, or leverage. You must be as specific as possible in terms of the extent of that co-operation; how it will impact upon your business; and also, how you will redress and alleviate competition from other key visitor attractions.

You must also describe how you will leverage the support of and/or work with other competitor visitor attractions on collaborative activities such as clustering and business partnership initiatives.

|  |
| --- |
| Add Text |

Maximum of 300 words.