

# TEMP

## Busine

Please

1

2

3

4

5

6

7

## **PLATES FOR A BUSINESS AND MARKETING PLAN**

### **Business plan template**

consult your School Management Accountant for advice on completing the business plan and related

Describe the programme including its primary features, advantages, benefits and unique features. Provide a justification that the plans are credible (eg, results of research that indicate the need academically and from the market), how certain is the income and how has it been assessed. Staffing plans, including the expertise that will be needed to build the programme and whether these How is the programme to be marketed and the costs of this? Consider the competition. Financial plans, including costs to set up and run the programme, expected revenue, budgets for each of the first three years. Provide a sensitivity analysis, eg if income is less than expected how will this be addressed (reducing costs or seeking other sources of income)? What are the risks and Appendices (as appropriate). Complete the financial spreadsheet (a copy in Word is given below, the Excel version can be

financial spreadsheet.

Business plan

**Programmes costing**

Complete the cells in blue

	FTE	Grade	Budget for year 1 £	Budget for year 2 £	Budget for year 3 £
<b>Expenditure items</b>					
Programme Tutor/Administrator					
Lecturer - ** days					
Professor - ** days					
Clerical support					
Technical support					
External teaching support					
Lecture rooms					
Recruitment costs					
Marketing					
Bursaries					
Office costs					
Consumables					
Computer hardware/software					
Hospitality					
Books					
Stationery & Printing					
<b>Total Expenditure</b>			<u>0</u>	<u>0</u>	<u>0</u>
<b>Income</b>					
Home fees			0	0	0
Overseas fees			0	0	0
Sales					
Other income					
			<u>0</u>	<u>0</u>	<u>0</u>
<b>Net surplus/(deficit)</b>			<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>

Fees	Year 1		Year 2		Year 3	
	Nos.	Fees £	Nos.	Fees £	Nos.	Fees £
Low - full-time						
Low - part-time						
High - full-time						
High - part-time						

**NOTES:**

**Lecture Rooms:** From 8.00 to 10.00, from 13.00 to 14.00 and from 17.00 to 18.00 - the charge is 6 pence per person per hour  
 From 10.00 to 13.00 and from 14.00 to 17.00 - the charge is 24 pence per person per hour

## Marketing plan template

Please consult the Marketing Department for advice on completing the marketing plan.  
This marketing strategy is not a static plan and will continue to change and develop.

### 1.0 INTRODUCTION

### 2.0 SITUATION ANALYSIS

2.1 Current market position

### 3.0 MARKET ANALYSIS

3.1 Market size and demographics

3.2 Market growth and trends

### 4.0 SWOT ANALYSIS (Department/School)

INTERNAL	
Strengths	Weaknesses
EXTERNAL	
Opportunities	Threats

### 5.0 COMPETITIVE ENVIRONMENT

Universities are also international businesses. We compete worldwide for the best students, lectures, researchers, leaders and business. Global league tables and global channels of information influence individual choice and business investment decisions.

5.1 Global competitors

#### **Example**

The following table compares King's to a range of universities across the globe. These universities are currently

sitting between King's current ranking of 46 and its desired ranking

	UCL	PENN	University of Hong Kong	Sydney University	University of Michigan	National University Singapore
Rankings 2006*	25	26	33	35	29	19
Up or down? From 2005	3	6	8	3	7	3
Student numbers	21,962	23,743	22,200	45,182	40,025	28,339
% of int. students	Approx 1/3 of all students	4,462 students or 19%	3,072 (14%) students from outside Hong Kong; predominantly from Mainland China	8,983 students or 20%	4%	9,446 students or 33%
Location	UK	US	Hong Kong	Australia	US	Singapore

\*THES 2006 league tables

5.2 UK UG competitors

**Example**

	Imperial	LSE	Manchester	Nottingham	UCL	Queen Mary
Growth (up or down?)	3.9	-0.5	1.3	0.8	10.5	5.6
Student numbers	12,990	9,160	41,135	33,614	21,962	12,295
Rankings*	2 <sup>rd</sup>	1 <sup>th</sup>	20 <sup>th</sup>	10 <sup>th</sup>	6 <sup>th</sup>	12 <sup>nd</sup>
RAE	5.8	6.3	5.1	5	5.5	4.7
Location	West London	Central London	Manchester	Nottingham	Central London	East London

5.3 Competitive positioning

## 6.0 CUSTOMER ANALYSIS

**Example**

We have a large number of customers, intermediaries and stakeholders forming part of our global audience (for a breakdown on demographic and behavioural detail please refer to country specific marketing plans):

Primary	Secondary	Intermediaries and influences	Partnerships
< International	< International	< Education Agents	< NHS

<ul style="list-style-type: none"> <li>&lt; At a leading school in their country</li> <li>&lt; At a leading university in their country</li> </ul>	<ul style="list-style-type: none"> <li>&lt; Ambitious</li> </ul>	<ul style="list-style-type: none"> <li>&lt; Study Abroad Advisors</li> <li>&lt; Overseas Schools (staff)</li> </ul>	<ul style="list-style-type: none"> <li>&lt; International</li> <li>&lt; Leading HE institutions</li> </ul>
<ul style="list-style-type: none"> <li>&lt; At School or language School in UK</li> </ul>	<ul style="list-style-type: none"> <li>&lt; At work in the UK</li> </ul>	<ul style="list-style-type: none"> <li>&lt; Overseas universities (staff)</li> </ul>	<ul style="list-style-type: none"> <li>&lt; X-College level:</li> </ul>
<ul style="list-style-type: none"> <li>&lt; At university in UK</li> <li>&lt; Already at King's</li> </ul>		<ul style="list-style-type: none"> <li>&lt; UK Schools</li> <li>&lt; UK language Schools</li> <li>&lt; British Council</li> <li>&lt; Embassies</li> <li>&lt; Funders</li> <li>&lt; Alumni and existing students</li> <li>&lt; Friends</li> <li>&lt; Parents</li> </ul>	<ul style="list-style-type: none"> <li>&lt; Hong Kong University</li> <li>&lt; Nankai University</li> <li>&lt; National University of Singapore</li> <li>&lt; UNC Chapel Hill</li> <li>&lt; UCSF</li> <li>&lt; Georgetown</li> <li>&lt; Keio</li> <li>&lt; Melbourne</li> <li>&lt; Penn</li> <li>&lt; Tsinghua</li> <li>&lt; Fudan</li> <li>&lt; Humboldt</li> <li>&lt; Monash</li> <li>Widening Participation <ul style="list-style-type: none"> <li>&lt; Aspire</li> <li>&lt; The Advice Clinic</li> <li>&lt; Central London Partnership</li> </ul> </li> </ul>

Other stakeholders include: Universities UK, BUILA, DfES, English UK, UKvisas, The Higher Education Funding Council for England (the Home Office, UK Trade and Investment (UKTI), UKCOSA: The Council for International Education and UK and international media.

## 7.0 TARGET MARKET

7.1 Primary segments

**Segment 1**

**Segment 2**

**Segment 3**

<b>Segments</b>	<b>Geographic</b> ( <i>region, metropolitan cities, towns, density of area urban, semi-urban, rural</i> )	<b>Demographic</b> ( <i>age, gender, family size, education, socioeconomic status, religion, nationality, language</i> )	<b>Psychographic</b> ( <i>personality, life style, value, attitude</i> )	<b>Behavioural</b> ( <i>benefit sought, brand loyalty, end use, readiness-to-buy stage</i> )	<b>Career prospects</b> ( <i>what are the job titles relevant to this qualification</i> )
<b>Segment 1</b>					
<b>Segment 2</b>					
<b>Segment 3</b>					

7.2 Secondary (influences, agents, media)

**8.0 PRODUCT**

**9.0 PRICING AND FUNDING**

**10.0 PLACE/DISTRIBUTION**

**11.0 PROMOTION STRATEGY**

11.1 Objectives

11.1.1.1 Long term

11.1.1.2 Short term (specific, measurable, attainable, realistic, timeline)

11.2 Strategies (big picture - what marketing strategies are you going to use to reach the objective)

11.3 Tactics (detail - how and who is going to implement the strategies)

**12.0 COMMUNICATIONS STRATEGY**

12.1 Brand identify and positioning

12.1.1.1 Key messages

12.1.1.2 Value proposition (example below)

“Distinguish yourself with a degree from King’s. Our graduates are among the most sought after by leading employers around the world

“As part of a world-class university, you will be inspired by leading experts and enjoy all of the exceptional cultural and career opportunities that London has to offer.”

12.2 Communication materials and distribution

12.2.1.1 printed literature

12.2.1.2 databases/contact list

12.2.1.3 Web presence



- 12.2.1.4 Personal selling
- 12.2.1.5 Multi-media and new media (podcasts, USBs, presentation, blogs etc)
- 12.2.1.6 Advertising
- 12.2.1.7 Direct marketing

#### 12.3 Public relations

- 12.3.1.1 Events/exhibitions, promotions and speaking opportunities
- 12.3.1.2 Industry journals/magazine
- 12.3.1.3 Media strategy

#### 12.4 Internal relationships

#### 12.5 Relationship marketing/third party marketing

Affiliation and memberships

Partnerships

### **13.0 IMPLEMENTATION**

13.1 Resources

13.2 Budget - per annum

### **14.0 EVALUATION (methods of evaluation)**

ss income.

<b>King's</b>
46
27
22,189
21%
Central London

<b>King's</b>
-0.8
22,189
10 <sup>th</sup>
4.7
Central London

HEFCE),

ld.”  
ities

