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1. EXECUTIVE SUMMARY

1.1 COMPANY DESCRIPTION

Embark is a digital marketing campaigns company that promotes products, services, brands and events. The latest technology is used in creative ways to enable our clients to reach their customers in unique, engaging and interactive ways.

Services are aimed primarily, but not exclusively, at businesses in the South West.



2. BUSINESS DESCRIPTION

2.1 RISKS AND ASSUMPTIONS

■ Founders will not be paid for the first two months living on money from parents, current overdraft and student loans.

■ Founders are able to live on reduced wages as the costs associated with accommodation can be shared.

■ Each founder will add £300 into the business as an initial investment which will then be repaid in the final month of the first year.

■ The company has equipment in for the forms of computers, camera prototyping gear (Arduino & Raspberry Pi), software.

■ The management team have personal telephone lines which will be used to talk to business clients.

■ Personal Cars can be used for transport.

■ After speaking with contacts at the university it is assumed that Embark will have five promotional jobs as-well as three larger campaigns spread across the first year with the potential to be an annual recurrence if successful.

■ With connections made through Elaine Budd founding members are confident that the company will be able to secure at minimum two campaigns within this network.

■ Connections throughout management teams' placement years/ family/ friends who will be able to aid the company in finding work.



2. BUSINESS DESCRIPTION

2.2 COMPANY AIMS

Embark has general aims to become a recognised creative agency and digital campaigns company, to be recommended as a service within the South West region, and to create innovative and original campaigns for a range of companies.

Founding members have also set out goals to have achieved within the first five years of business:

- To have gained national recognition in the form of awards for websites, innovation and digital marketing.
- The company expects to have taken on more employees to fill dedicated roles in design, development, marketing, administration, and potentially to have a position for a regular intern.
- Each employee will have access to industry standard hardware and software specific to their role.
- To have relocated to an area with greater client and financial potential.
- While it is not a priority, Embark is open to taking on work from international clients and would hope to have done so by this point.
- All of these developments will have gained Embark recognition as regional leaders in the production of creative marketing campaigns.



2. BUSINESS DESCRIPTION

2.3 MANAGEMENT TEAM

Sam Billingham - Managing Director

Sam is passionate about new technologies and the way they integrate into everyday life; he ensures every project is as innovative and unique as possible. Sam enjoys learning and researching about what's new in the digital sector, and plays a large role in making Embark the cutting-edge digital marketing campaigns company. As a creative developer with skills in both development and design Sam is able to integrate closely with Chris and Phil and work on either area when necessary.

Chris Packard - Technical Director

Chris is a developer with a solid knowledge of multiple languages including Java, JavaScript, PHP and ASP.NET Razor. He has a varied experience in web design, android and web applications, HTML5 games, and back end development for touch screen kiosks. Chris is logically minded, bringing organisation and a methodical structure to the team.

Phil Rose - Creative Director

Phil has extensive knowledge of web technologies and is proficient in user experience and interaction design. With previous experience in online marketing, web design and front-end development, Phil brings the creative insight to the team.

Team Background

The three members involved with the company all have a genuine passion for design, development and technology.

Being on the Digital Art and Technology course at Plymouth University has provided founding members with a varied set of skills within the digital sector. Over the last four years they have had the chance to work together on several projects utilising latest technologies in creative ways. The three members are known for having a good work ethic and have gained a systematic workflow over the duration of the course.

Each member has produced work of a professional standard for companies such as CVC Network, Eclipse Internet, KCOM Group, and Liquid Digital.

Based on previous experience, founding members have witnessed how many businesses are stuck with outdated systems, due to limitations of time or funding. This often results in corner-cutting and therefore products and services are less effective as a result. Embark is a chance to start from scratch, putting members in a position to create a strategy, setting up a company that is as scalable and future proof as possible.



2. BUSINESS DESCRIPTION

This is important in the ever-evolving digital sector as technological advancements are so frequent.

The Embark vision is to create a company that encourages creativity and 'out-of-the-box' thinking, taking the latest technologies and using them in engaging ways in order to market brands, products, services and events.

'Companiesmade simple' has been selected, an approved partner of companies house, specifically the 'Silver' package they provide for £50. Setup includes all required documents, a Certificate of Incorporation, Memorandum and Articles of Association. This registers Embark with companies house so the company can begin trading as soon as possible.

2.4 BUSINESS STRUCTURE

Founders have chosen to setup Embark as a Limited Liability Company (LLC), making Embark a legal identity in its own right.

First and foremost being an LLC is important because of the limited liability that it inherently offers, keeping potential loss to only the original investment made. Being an LLC allows Embark to be set up with three initial directors, these being Sam Billingham, Chris Packard and Phil Rose, all sharing equal rights to the company.

Rather than generating all of the necessary legal documents and accounts for the company ourselves, a professional formation agent will be hired (costs included in 6. Finance), to ensure no costly errors are made and to save time.



2. BUSINESS DESCRIPTION

2.5 LEGAL

Public Liability Insurance - Protecting Embark in the event of causing damage to property, or physical harm, injury or death to a third party as part of business activities conducted by Embark.

Employer's Liability Insurance - Protecting Embark in the event of claims being made by employees in cases of injury or sickness as a result of business activities conducted by Embark.

Professional Indemnity Insurance - Covers costs to Embark when there are claims made by dissatisfied clients for negligence, loss of data, or infringement of copyright.

Directors and Officers Insurance - Covers Embark for legal liabilities that directors may have and any cost if there are any mistakes.

Legal Expense Insurance - To cover Embark if there are any legal or court expenses.

It is important that Embark gains insurance cover for all possibilities, although it may not all be obligatory, any large interruption could put the company out of business. Therefore it is safer to pay the monthly insurance charges rather than any larger charges that Embark may incur should the insurance not be in place.

T&C's - As part of our setup a free template for our terms and conditions and privacy policy will be used, that will relate to a general digital agency. A solicitor can draw up a specific set of terms and conditions as well as a privacy policy when deemed necessary in the future.

Shareholder agreement - It is important for Embark to have a possession 3 person shareholders agreement for a limited company written up by a solicitor before operations begin. The initial cost for the shareholder agreement is £1000 which will be paid before any business commences, as shown in the financial forecast.



3. MARKETING

3.1 MARKET RESEARCH

In Q1 2012 the UK entered a recession leading economic forecasts to predict a slightly turbulent market during 2013¹. This is likely to dampen consumer spending and therefore result in companies having less funding for marketing. A lack of consumer spending may lead to people seeking to use relatively low-cost channels of communication, which are now more commonly internet-based, such as social networking (Facebook, Twitter, YouTube, LinkedIn, Vimeo, etc) and email.

Marketing on the Internet in general has seen significant growth. The UK internet share of total advertising expenditure rose from £2.64bn in 2007 to £4.48bn by 2011², an increase of 68.4% over four years. While digital marketing is on the rise and is often found to result in more leads than traditional channels such as direct mail, it is expected that a larger percentage of marketing spend will be on digital campaigns. The economy is due to strengthen from 2014 onwards, as is the total expenditure on digital marketing.

In 2012 small-to-medium enterprises (SME's) made up 99 per cent of the 4.8 million businesses in the UK³. Embark plans to target these SME's, hoping to capitalise on emerging technologies and the increased use of digital marketing.

Services will be aimed primarily, but not exclusively, at businesses in the Southwest. In 2009 there were 464,735 registered private sector enterprises in the Southwest. If it's suggested that 5 per cent of these businesses are in a position to invest in one or more of the services offered by Embark, that still leaves over 23,000 businesses to target.

Founding members are aware that most event-based work for the type of service the company provides will probably come from businesses based closer to Exeter and Bristol as Plymouth tends to lack funding for more creative projects (see Appendix G).

1. 'Forecasts for the UK Economy'

2. 'The Advertising Association/Warc Expenditure Report 2011'

3. 'Small Businesses and the UK Economy' House of Commons Library (Rhodes. 2012)



3. MARKETING

Fig,1

Market Attractiveness	Weight	Rating (0-10)	Total
Customer Needs & Behaviour	0.4	8	3.2
Segment Size & Growth Rate	0.4	8	3.2
Macro Trends	0.2	8	1.6
Total	1	24	8

Competitive Position	Weight	Rating (0-10)	Total
Opportunity for competitive adv.	0.4	8	3.2
Capability and Resource	0.3	6	1.8
Industry Attractiveness	0.3	8	2.4
Total	1	22	7.4

Market Attractiveness

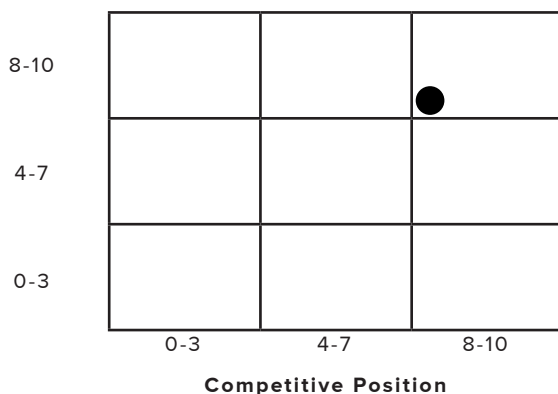


Figure 1 is based on a model⁴ that has been used in order to make a decision on the market segment Embark will target.

The figure demonstrate the potential of the SME market based on how certain factors are weighted, and a rating of the companies position against these factors.

The company already has potential client work for the coming year. 'Recruitment', part of Plymouth University's marketing department have displayed interest in working with us on generating video campaigns to promote courses, and also to produce engaging digital installations for open-days. Elaine Budd (Project Manager and owner, Prensus Limited) has also registered interest in our creative services including possible commission for a flight-themed installation for Plymouth's Respect Festival in October.

4. 'Marketing Strategy: A Decision-Focussed Approach' (Walker, O. and Mullins, J. 2011)



3. MARKETING

3.2 COMPETITOR ANALYSIS

Mutant Labs - A company based in Plymouth specialising in Flash games and iPhone Apps but also working in illustration and web design. In a recent talk given by Alex Ryley (Managing Director) at Plymouth University he stated that Mutant Labs were now able to find funding for more research and development in the gaming field, therefore meaning there would be less focus placed on other client work. This would suggest that Mutant Labs will be less of a threat as they are focussing heavily on gaming rather than other services which Embark would have to compete for.

Elixel - Services include responsive web design and mobile application development. Elixel is a Plymouth based company still within its first year of business. In terms of web design services Elixel have an advantage having had a year to build a client base however Gavin Jones (Managing Director) informed the Embark team that they may possibly be interested in working as partners to offer a more integrated solution should work such as video production be requested.

Rokk Media - A digital marketing company based in Exeter offering more strategy-based solutions such as SEO and Pay Per Click

campaigns. Video creation and marketing is a competitive service, and being an established company, they would presumably have access to better video-creation resources. Much of their web-based work is outdated and lacks the standard of design offered by Embark.

Altitude - Award-winning creative agency based in Plymouth. Previous clients include larger enterprises than Embark plans to target such as Holiday Inn, Coca Cola and Universal Music. In terms of the standard of web-based work produced in Plymouth, Altitude would be Embarks closest competitor. As well as this, they are one of the only companies to offer similar video production services within Plymouth.

Founding members of Embark expect that the majority of early work done to generate a portfolio will be mainly web and video based which means there will be a significant amount of competition within the South West. As the company grows we hope to invest more time into more of the development services such as realtime data visualisations, 3D web experiences, and interactive installations which will make Embark stand out from the crowd. These services are not openly offered by any other creative agency in the South West currently.



3. MARKETING

3.3 PEST ANALYSIS

Political

[Lorem ipsum dolor sit amet mutha fumbling bean bags.]

Economical

The economic climate in the UK - The amount of money that companies, especially SMEs, are likely to spend on marketing and brand promotion depends on the state of the economy.

Expenses - As any costs for raw materials increase or decrease, a decision has to be made whether this change is to be forced on our customers, or the company itself.

A lot of the software used will be industry leading, and will therefore have considerable licensing costs. We will therefore need to consider exactly what software is appropriate to us, and how many licenses we will need.

Interest rates - If the decision is made to loan money, interest rates will obviously be a very important factor to take into consideration.

Inflation - This is always an issue. It will affect many things from how much we will need to pay ourselves to the prices we charge.

Exchange rates - This should not affect us

during the start-up process because we're not planning on trading international during this time. This is something that can be reviewed in the future.



3. MARKETING

Social

Lifestyle changes/consumer attitudes - It is important to keep up with the latest trends by constantly reevaluating designs and strategies.

Demographics - Each marketing campaign may need to be catered to a specific demographic. This is important to consider during development.

Media/customer opinions - We need to be aware of favourable subjects and avoid negatively viewed subjects.

Major events - Knowledge of popular social events is key. It could be possible to use these events during our marketing campaigns.

Religion - Religious beliefs may affect the strategy you adopt for a particular market.

Environmental Issues - How strong/weak the population's opinion on green issues is.

Technological

Emerging technology - Due to the type of company we are, this is imperative. We need to be aware of every new piece of technology that we can take advantage of and implement into our marketing strategies. This is what will keep us at the forefront of our sector, and ahead of the competition.

R&D funding - It may be possible to secure research and development funding when looking into new technology.

Understanding technology shelf life - As well as discovering new technologies, it is important to know when old ones are no longer ideal for the task in hand.

Intellectual property issues - For any IP we create that does not belong to a client, we must make sure we protect it with the relevant patents.

Communications - Awareness of how our clients communicate.



3. MARKETING

3.4 SWOT ANALYSIS

Strengths

- Less money is being spent on marketing campaigns, this allow us to step in and propose a cheaper but more efficient option of digital campaigns and online experiences.
- Low cost of running day to day, we have minimal overheads
- Multi disciplinary staff are flexible to the current workload wether it be more design, development or physical computing. We can work on multiple smaller jobs as each person at embark can work in any area.
- Can take on large projects that span over many months while simultaneously working on smaller projects or standard digital agency work.
- Straight out of university, enthusiastic, motivated, innovative, different and creative, this is proven with high grades and multiple successful projects.
- In future Embark can quickly turn around projects when needed and could charge a premium for the ability to do this, becoming know for creating products quickly when needed to by clients.
- Focus on a strong work ethic even if it means taking longer or spending more money.

- More than just digital agency work.
- Technically capable, able to learn on the job taking on new tasks and learning new skills easily.
- As we sell digital products and services we are able to have long distance client and geographical location becomes less relevant.
- Current connections in the South West, swell as active online presence.

Weaknesses

- With limited experience and a small portfolio it may be difficult to show or prove our potential.
- We may need to spend a lot of money on hiring equipment during our startup process as we can't afford to buy it and may need it for projects.
- Hard to distinguish our field of work because we can do a wide variety of projects across the digital field
- We're setup in the South West which has lack of exposure for digital agencies
- Our staff have limited real-world experience with only 1 year in industry each.
- Lack of sales experience and networking to create business.



3. MARKETING

3.4 SWOT ANALYSIS

Opportunities

- Connections through the university offer streams of incoming work. Promoting courses at school, colleges and graduation fair.
- Nothing else in the southwest is specialist in offering similar services. * need to back this up.
- Web Dev meet ups, explay meet up and other events in the South-West always looking for more content/speakers.
- Funding for new technologies, research, crowd funding.
- Increase in economic activity boosting the available tuning for our clients.
- Improvements to general publics technically competence, understanding of physical computing and the 'internet of things' increases our services as a need for clients.
- Increase in smart mobile devices.

Threats

- More basic design/dev work has high competition with other digital agencies in the South West.
- Increase in prices to hardware, software or equipment as well as ongoing cost of subscription services.
- Physical/ internet of things events will be effected by the weather.
- Need for insurance and H&S for events or projects.



3. MARKETING

3.5 MARKETING STRATEGY



4. OPERATIONS

4.1 PRODUCTION

Being digital based our workflow will be based around personal workstations. Client meetings will take place at the proposed premises and/or communicating via phone and email. Meetings can be arranged at scheduled times depending on the length of the project.

Purchasing a 'Google Apps for Business' account for £3.30 per user costing a total of £9.90 will provide the company with a number of benefits (see appendix L) . The company and the founding members will have professional email accounts utilising the domain '@thisisembark.com' which is easily setup and maintained through Gmail. The group calendar functionality to easily see when staff are working, when client work is due, when staff members are away etc.

Git will be used as a version control system along with Github for remote backup for all projects and, where appropriate, to host our projects for external interaction

and integration. Backups will all be stored in the cloud within our 'Google Apps for Business' packages where we have purchased additional storage space to accommodate a growing number of projects and required space (see appendix K).

Vimeo will be used to host finalised video production work, A Vimeo Plus account costs approximately £6 a month varying with USD exchange rate. A Vimeo Plus account allows for the increased available upload amount that will be required when creating video productions both for publicising Embark and for client work.

When work is completed and approved by clients, a managed VPS service will be used to host the project. A managed system still allows for additional control which may be needed for more innovative web development projects but takes away the hassle and time restraints of managing a server and the technical difficulties and responsibilities that comes with that.



4. OPERATIONS

4.2 PREMISES

Embark consists of three founders all sharing a small 3 bedroom rental house in Plymouth which will act as the main place of work. The Formation Zone at Plymouth University will act as the business postal address and location for meeting with clients (see appendix I).

4.3 PROPOSED LOCATION

Embark will be located in the city of Plymouth, UK. The company's proposed location is formationZone at Plymouth University, the most basic plan costing £108 per month for the first year providing a professional place to meet clients and a professional postal address. The formation Zone will help the company to access to professional financial and business advice, and there are also advantages to being located with other business that offer networking opportunities. This is a central and convenient place for arranging meetings with clients. Management will be able to locate housing anywhere within relatively close walking distance where the majority of the company's production work will take place.

4.4 HOURS OF OPERATION

Primary hours of work will be regular office hours of 9am - 5pm. This allows Embark to

accommodate clients and other business that will need to be contacted regularly. Hours may vary on occasion and may extend past the 8 hours a day and 9-5 timeframe but still aiming to be working under 48 hours a week per staff member.

4.5 EQUIPMENT

Each founder at Embark currently owns their own computer which will be used as their workstation. These machines will be used for all production work (outlined in section 2.1). All necessary accessories to complement workstations are already available. A canon 600D DSLR which will be used for client video production, and Arduino and Raspberry Pie equipment for physical computing and innovative project prototyping are also available.

There are no current plans to purchase any new equipment before operations begin. Equipment may need to be rented on a 'per-project basis', but costs will be absorbed within the payment of the project, where necessary.



5. FINANCE

5.1 OPENING DAY BALANCE SHEET

To help Embark Creative Agency start up and survive for the first year, all three of the founding members will invest £500. This gives the company an initial balance of £1500.

For the first year, all founding members plan to rent out a house to live and work in. They will use one room in the house for their working environment. Therefore, bills such as gas, electricity and water will be covered by their own personal funds and will not need to be accounted for by the company.

At startup, investment in any equipment is not necessary. Between the three directors, all equipment needed to work effectively for at least the first year is available. If any extra equipment is needed, this can be hired out.

Startup Costs - Professional Fees of £15 will pay for the company house registration fee and all other startup documentation will be completed with an accountant.

Frances Clark Chartered Accountants have quoted £250 for this, as well as £1000 for a shareholders agreement (see Appendix H).

Server Management - A server will be needed to run work on, so for this a server management system will be invested in. This

will need to be paid monthly, but an initial payment of £60.80 will need to be paid to cover the first month.

Domain Name - Embark will host its own website. The domain name for this will cost £7.

Cloud Backup - To cover against loss of data, the Google Cloud Platform will be used. This will cost £11.50 as an initial payment to cover the first month (see Appendix K).

Networking - £10 has been set aside from the initial investment to pay for business cards. The three directors plan to go to networking events to spread the Embark name, so for these events business cards are essential.

Given the initial investment, after the startup costs have been paid, Embark will start with a positive balance of £145.70

5.2 SALES FORECAST

The work has been divided into four categories. These are Promotional Jobs, Small Jobs, Medium Jobs, and Large Jobs.

Promotional work is small jobs that will be done at a cut price of £200 per day. The reason for this is to generate enough work to put together a reputable portfolio.



5. FINANCE

Promotional work will include work for universities, schools and charities. This type of work will be aimed for during the early stages of the company only.

Small Jobs are jobs that will take between one and three days. This could be micro sites, small visualisations or short videos.

Medium Jobs could be multiple small jobs for a single company or a small scale campaign. These jobs will take between three to ten days each.

Large Jobs are any jobs that take longer than ten days. These are the jobs that the company will aim to focus on more and more as it grows. Large jobs are full campaigns to promote products, services, brands or events.

For the first year, £400 will be charged per day for the company's services, increasing to £500 in the second year and £600 in the third year.

The assumption has been made that there are 20 working days every month. Another assumption has been made that the company will be able to take half of the money from any job up front, with the other half being received when the job is completed. This assumption has been followed through to the cash flow, receiving half of the money for any work taken on in that month, as well as the

remaining half of the money for work taken on in the previous month.

In the first month, it is projected that there will be around five days of work for promotional jobs. The other 15 days will be spent networking to increase publicity, as well as on research and development.

As the year progresses, it is predicted that the company will get 2-3 days promotional work per month and 4-5 days of small jobs per month.

By month four, Embark hopes to have received its first medium job, and by month seven, it hopes to have received its first large job.

As the year progresses, the company will be working more days of the month, with less time available for networking.

After the first year, promotional work will no longer be taken on. All work from this point on will be charged at full price.

The assumption has been made that during the second and third years, the amount of small jobs received will decrease, whilst the frequency of medium and large jobs will increase.



5. FINANCE

5.3 12 MONTH CASH FLOW PROJECTION

(see Appendix A)

Business Insurance - Business insurance is a necessity to protect from many issues that may arise as during trading. Appendix J shows the business cover that will be received and how much it costs. The insurance will cost £48.79 per month.

Business Space - Although all members will be working from a house, they will still need a professional environment to meet people and to register as a company address. For this, the Plymouth Formation Zone at the University will be used. This will cost £108 per month, and will provide additional support in the form of one to one sessions with business guidance through Solutions for Business providers. Access to start up resources and links to Plymouth University research expertise will be available, as well as being in an environment where knowledge can be shared with other start-up companies.(see Appendix I)

Internet - Internet access is extremely important for the company, and for adequate internet, as well as a landline phone, £65 will be paid each month.

Version Control System - A version control system will also be needed to allow for easy versioning and collaborative work. This will

cost £17 per month.

Accounting Software - The accounting software, 'Free Agent' will be purchased to can manage finances. This will cost £25 per month (see Appendix M).

Cloud Backup - This will cost £11.50 per month (see Appendix K)

Google Apps For Business - 'Google Apps For Business' is another online software that will be required. This will be free for the first month, and £9.90 for every month thereafter (see Appendix L).

Project Software - Other software needed for day to day company work will cost £146.64 per month Server Management This will total £60.80 per month.

Wages - we will not pay ourselves for the first two months to get Embark off the ground. After this, each director will receive £900 per month. This ensures that we stay in the positive whilst spending time networking.

End of year payments - At the end of every year, £15 will be paid to renew the company house license. £400 will be paid to a fully qualified accountant to check our company books.



5. FINANCE

Corporation tax will also need to be paid. This currently stands at 20%.

At the end of the first year, £1000 will be invested into new company equipment. This will include a camera and new hardware for developing projects.

During this first year, the company's balance stays positive, with a closing balance of £3729.04.

End of year payments - At the end of every year, £15 will be paid to renew the company house license. £400 will be paid to a fully qualified accountant to check our company books. Corporation tax will also need to be paid. This currently stands at 20%.

At the end of the first year, £1000 will be invested into new company equipment. This will include a camera and new hardware for developing projects.

During this first year, the company's balance stays positive, with a closing balance of £3729.04.

5.3 12 MONTH CASH FLOW PROJECTION

(see Appendix B)

The amount that Embark charges for its services per day will increase to £500 in the second year, and to £600 in the third year.

The wages of the three directors will increase to £1500 per person per month in the second year, and to £2500 per month in the third year. At the start of the third year, Embark will also take on its first employee at £2000 per month.

After the first year of trading, Embark Creative Agency will need to relocate to an office space to help growth. A suitable office will cost £240 per month, replacing the expenditure that was paying for the Plymouth Formation Zone in the first year.

Other changes that will need to be made after the first year are upgrading the version control system to a package that costs £34 per month, and upgrading the cloud backup storage from 200GB each to 400GB each.

At the end of the second year, £500 of the initial investment will be paid back, with the remaining amount paid back at the end of the third year.

At the start of the third year £10,000 will be invested into new equipment, including new computers/laptops.



6. BUSINESS CONTROLS

6.1 ACCOUNTING SYSTEM

Embark will be using Freeagent (<http://www.freeagent.com/>) as our accounting system, allowing Embark to easily keep accurate records of transactions, expenditures and receipts. Having accurate records that are easily accessed will reduce the cost for professional accountants to produce the financial documents required for a limited company. Pricing for Freeagent is £25 per month (see appendix)

6.2 CUSTOMER RELATIONSHIP MANAGEMENT

When Embark begins business, a spreadsheet will be used to organise our contacts rather than paying for a dedicated CRM software package. Email contacts will be stored within Gmail contacts that works based on the business 'Google Apps for Business' account. Embark realise that a more advanced CRM package will be of use as the company grows and the CRM will re-asses in the future.

6.3 QUALITY CONTROL

Embark prides itself on creating polished projects paying close attention to detail, and as such, it will be important to test and review projects before making them public.

With the amount of different devices and software available it is important to ensure the final product looks as expected to all viewers. Embark will have a testing policy that requires all projects to be tested on multiple browsers as well as multiple mobile devices before being released.

6.4 PROFESSIONAL AND ADVISORY SUPPORT

- Josh Vincent (Accountant)
- Elaine Budd (Events Manager)
- Nicola Rose (Tax Consultant)
- Laura Billingham (Graduate of BA Events Management)
- Liz Cobb (Lawyer)

6.5 GROWTH MANAGEMENT

Embark understands with growth, the amount of company contacts we undertake we will need to expand/change a number of areas of business. Software and Equipment are planned for upgrading/replacing within the financial forecast by the 2nd year of business. Hiring of staff is included in the financial forecast increasing work potential and our day rate in the third year.



7. APPENDICES

APPENDIX A

First Year Cash Flow Chart



7. APPENDICES

APPENDIX B

Three Year Cash Flow