



ISSN: 0067-2904

## The Use of CUSB Model to Simplify Business Plans the Case of the Promotion of A Heritage Site in Morocco

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### **Abstract:**

In today's fierce competitive world, entrepreneurship has taken an upswing because business owners are facing a technological challenge in which uniqueness and particularity are key elements to detour rivals. In this essence, entrepreneurs have to go by not only developing business plans but also a deep analysis of their environment.

Business plans for entrepreneurs can take different models depending on the party that will evaluate its elements based on its requirements. However, there exists a basic format that most entrepreneurs follow. Because of time constraints, business owners are urging its usefulness and so are the investors. Business plans are all about nailing down the business idea into writing and analysis, while this seems a feasible task; there are plenty of external and internal research to be set in order to accomplish it. Within these measures in place, there exists a quick yet effective model that could carry on the thought and set the startup business into action.

The model is called business plan canvas; it is based on the CUSB model that serve both the business owner and or the investor to better catch on the business idea and understand its objectives and requirements starting by the customer, the non satisfied need, the solution, and the benefits to be offered. It is also a model that helps the potential entrepreneur to sell his thoughts in order to get some funds, counseling, and a road map to follow for his future business endeavor.

**Keywords:** Entrepreneurship, business plans, CUSB model, opportunity, value proposition, customer interviews.

### **1. Introduction**

Every year about 10 million business plans are written worldwide. Overviews of the research literature on planning and performance show that the relationship between plans and performance is assumed rather than empirically proven.

Why does writing business plans improve performance? Why do millions of companies do it? Schooling and the provision of easily used templates are important to explain why business plans were written. In other words, business plans are written because entrepreneurs are expected to write them. Once written, they are rarely updated or followed. This offers an explanation as to why plans do not influence performance. There are no clear performance effects because entrepreneurs do not follow the plans.

Some businesses are created humbly. They end up being very successful. Some did have business plan written down because it was their source to obtaining some funds from loan institutions. For some investment companies, a business plan has to be concise, written down with lots of perfection and precise model. So, do all businesses need a plan? Are there some new ventures that are created without having to write a business plan? What are its functions and uses? Are there any simple formats not to making a business plan useless and boring?

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Nowadays, business education has forced generation X of entrepreneurs not only to formulate solid business plans but also to customize them depending on the market needs. Banks and loan institutions have models that could be different from individual investors. While some look for the feasibility and sustainability of the business plan, others look for competition, while real investors look for value analysis. Money has to be reflecting the image of the new venture to come to life. Besides of what lenders and investors look into in the business plan, the entrepreneur will have a clearer vision of how his idea could become a reality.

This study investigates how business plans are dealt with. It applies an institutional perspective as base for its analysis. Entrepreneurship is a complex concept, which many scholars in the field of economy, sociology, psychology and sciences have tried to define. Despite all efforts, no consensus has been reached regarding the boundaries of the definition of entrepreneurship. However, many scholars agree that the field of entrepreneurship positively influences on a country's economy. According to Kjeldsen and Nielsen [1], creating new enterprises constitute the base for "maintaining a country's international competitive power, economic development, employment, and standard of living". Behind the authors desire to study the field of entrepreneurship is a strong willingness and motivation to create a new venture.

This work will begin by presenting an insight on the field of entrepreneurship, focusing on its evolution and entrepreneurs. This literature review will serve as a guideline to avoid mistakes during the making of the business plan, which constitutes the second key component of this paper. This paper ends by drawing concrete conclusions regarding the viability of the business idea and discusses the possibilities of future research. Then the focus will be on CUSB which stands for Customer, Unsatisfied need, Solution, and Benefit and its analysis is a shortcut to making effective; quick, and reliable business plan. It will also present a concrete analysis of a business plan for a touristic site in Morocco, as an example

## **ENTREPRENEURSHIP**

### **1. Definition of the terms "entrepreneur" and "entrepreneurship"**

The essence of the noun "entrepreneur" is French and translated literally it signifies "one who takes in between" [2]. The word entrepreneur was originally employed in the middle ages and signified "a person who is active, who gets things done" [3].

In 1723, a French dictionary underlined that an entrepreneur is "one undertaking a project, a manufacturer, a master builder"; while in England in the 18th century an entrepreneur is "an adventurer, projector and undertaker". Webster's Third New International Dictionary describes an entrepreneur as "the organizer of an economic venture, especially one who organizes, owns, manages, and assumes the risk of a business" [4]. A contemporary definition from the Cambridge on-line dictionary defines the term of entrepreneur as "a person who attempts to make a profit by starting their own company or by operating alone in the business world, especially when it involves taking risks". From Baumol's point of view entrepreneurs are "persons who are ingenious and creative in finding ways that add to their own wealth, power and prestige" [5].

Entrepreneurship is the art and science of putting a business idea into reality. The idea is usually drawn from a need, a dream, or a desire that individuals and societies will end up consuming in the form of goods and or services.

Entrepreneurship is a new trend simply because the business world along with its technological advancements has evolved. Globalization has also emerged as a need and consequence of this trend. Competition and the shifting to service industries are considered as the main reasons behind this phenomenon.

The entrepreneurship field has emerged because individuals have gotten a good grasp on what they have mastered within their education, so their desires are not brought from elsewhere. They seek better, free, and innovative lifestyles. Their skills are deepened if they are to be put into their own business ventures.

An entrepreneur is defined as an individual who seeks to put into reality his business thought and make it challenging, sustainable, and valuable. Within this framework, entrepreneurs are called to develop a business plan as a mean to both trace a suitable road map for their venture to operate in a

smooth fashion and also to call in lenders and investors to believe and or invest in their business venture.

A central assumption in entrepreneurship and strategic management literature is the importance of planning to performance [6]. The entrepreneurship field virtually abounds with normative advice about the virtues of business plans. Overviews of the research literature on planning and performance show that the relationship between plans and performance is assumed rather than empirically proven to be efficient [7].

Modest calculations show that 10 million companies write business plans worldwide. If business plans cannot be empirically proven to be efficient, then the question that begs an answer is why millions of companies write them?

There exists a tool that links an entrepreneur to both his internal and external environments. It has been argued that business plans are written because they are externally enforced, and their values are taken for granted, rather than that business plans are written because they are economic-rational.

#### B. Traits and qualifications of entrepreneurs

The entrepreneur has a key position within his own enterprise; he is the coordinator, modern leader and manager. However, the entrepreneur should perform tasks specific to the trade as well and he will also supply his own capital. He is a risk bearer, as well. There is a chance of failure pertaining to any entrepreneur activity, however well conducted.

A successful entrepreneur should have many qualities. The combination of the various tasks 'requires a combination of moral qualities that are not often found together. Judgment, perseverance, and knowledge of the world as well as of business, the art of superintendence and administration are all fundamentals of the entrepreneur's basics. Furthermore, a successful entrepreneur should have experience within, and knowledge of, the occupation and be in a position to provide the necessary fund. Not that he should be already rich; for he may work upon borrowed capital; but he must at least be solvent, and have the reputation of intelligence, prudence, probity, and regularity; and must be able by the nature of his connections, to procure the loan of capital he may happen himself not to possess. As a consequence of these requisite characteristics, talent, and capacity, the number of competitors in the entrepreneurial market is limited. He is a coordinator both on the market level as well as on the firm level. He is the modern leader and manager within his firm. The successful entrepreneur needs a rare combination of qualities and experiences. Therefore, the number of competitors in the market for entrepreneurs is limited. Consequently, the residual income of the firm when the market is in equilibrium or entrepreneurial wage can become very high.

### **BUSINESS PLANS**

#### A. History of Business Plans

The historical genesis of business plans as we know them today can be traced to the concept of long term planning, a method of turning around large firms in trouble, described by Fayol [8]. Long term planning came into vogue among large companies in the post Second World War era and long term planning strategies were used by large corporations, such as the Ford Motor Company [9]. Drucker (1959) wrote one of the first articles on long-range planning using an entrepreneurial approach, where he attempted to define long-range planning as the organized process of making entrepreneurial decisions. Drucker's framework for business planning gained additional currency with Halford (1968), and Webster and Ellis (1976). In the 1980's several influential texts were written based on the same type of idea, these include but were not limited to: Timmons, 1980; McKenna & Oritt, 1981; Crumbley, Apostolou & Wiggins, 1983; Fry & Stoner, 1985; Rich & Gumpert, 1985; Shuman, Shaw, & Sussman, 1985; West, 1988; Hisrich & Peters, 1989; and Ames, 1989. These books and articles commonly focused on new or small firms. They presented arguments for writing business plans, and promoting a structure of anywhere from 13 to 200 essential points that the entrepreneurs should cover when producing a business plan. These points covered every day operational activities including attempts to forecast demand, as well as analytical and strategic tools for planning [10].

Nowadays, business plans have become part of the trend in both education and business environments. Most schools in either business and or engineering are offering entrepreneurship courses in their curriculum and students are required to come up with business ideas that are then transferred into business plans documents. The elements are broad, starting with a clear idea description to sources of

revenues and financial simulations. The final purpose is the same, a clear path on the functioning of the business and a selling document for lenders and investors.

As of today, the idea of startup has emerged as an economic need for lots of countries seeking an international perspective. Organizations, funding agencies, and entrepreneurship hubs have been created for the sake of promoting the entrepreneurship spirit among the young educated generations. The reasons behind these startups gave birth to business plan competitions and pitching.

#### B. The birth of business plan competitions

Business plan competitions followed shortly after. In 1984 Moot Corp began one of the first business planning competitions in the world targeting new organizations. The Moot model spread, and by 1989 competitions were conducted at leading U.S. universities, including Harvard, Wharton, Carnegie Mellon, Michigan, and Purdue. Management-consulting firms such as Ernst & Young and McKinsey promoted business planning through sponsored competitions and their own published material [11].

The field of entrepreneurship now abounds with business plan competitions and normative advice to new organizations on how to write business plans. It has been noticed that there is no shortage of publications advising entrepreneurs on the preparation of business plans [12].

There are no indications that the number of publications has declined since then there are large amounts of texts advising new businesses to write business plans. These texts take mainly two forms. First, there are books solely focused on business plans such as West 1988; Ames 1989; Burns 1990; Cohen 1992; Burns 1997; Covello 1998; Barrow, Barrow & Brown. 1998; Blackwell 1998; Abrams, 2003. They typically target business people in small and new companies.

Second, educational books in entrepreneurship are another large source of texts on how to write business plans, and why they are good, typically targeting entrepreneurship students in colleges and universities. Entrepreneurship courses are now taught at nearly every American business college, in over 1400 post-secondary schools, and enjoy considerable worldwide growth. Course content varies widely, including the use of case material, simulations, and various “hands-on” approaches. One of the more popular curriculum formats consists of teaching and monitoring the writing of a business plan in class. In a study of leading entrepreneurship educators, the development of a business plan is identified as being the most important feature of entrepreneurship courses. Universities and consultancy firms usually sponsor business plan competitions. A recent web site search showed that ten of the top 12 Universities conduct their own business plan competitions, including Harvard, Stanford, and Wharton.

Business plans are enforced by many powerful actors in the environment of new firms, and it seems to have gained an increased importance during the past decades. They have spread to such a degree that their place in the management of new organizations is taken for granted. In other words, it is a socially created convention of what is the right way to organize the new firm. It could therefore be seen as an institutionalized management tool.

The business plan tool is commonly associated with small or new firms, but it has diffused to other organizational ages and sizes. Business plans is an institutional super standard. In a relatively short period of time business plans have become globally spread among new organizations. This development implies that new businesses globally can be managed according to the same management principles

#### C. Business plan definition

A business plan is a written document prepared by an entrepreneur as a basic plan of the business. In the process we learn about the company, target customer group, position on the market, financial performance and return on investments. The plan describes a basic meaning of company, its long-term and short-term goals and path to achieve them. It describes all factors connected with running of new company on the market. Entrepreneur writes a plan to see the effectiveness, variability, competitiveness and profitability of proposed project. At the end of a project he/she should decide if a project is acceptable or not.

Business plans are solid documents that should not sit in the entrepreneurs' desk, they are to be checked on and evaluated periodically. Before the start of the business venture, entrepreneurs are called to gather extensive amount of information regarding the business itself, its industry, legal restrictions, vision, marketing analysis, financial planning, along with a human resource plan. This information will act as aid to the expectations of the entrepreneur. Once the business is set, the entrepreneur has the

possibility to check on the document in order to make an offer to any external party that could be a source of profit for the business in the middle or long range. The document is also to be reviewed in the case of expansion and or long term or contingency planning.

#### D. The uses and importance of a business plan

##### a. Internal use:

BP's are used for own business purposes. Entrepreneur takes it as a corporate strategic plan. The usage of a plan is before running company to see if it will be successful or not. He/she can also compare reality with the plan since starting operation. It is considered as a guide to the entire venture to build and adventure to be launched. It traces the path to the entrepreneur to follow on all the aspects, situations, methods of work, and problems encountered. Below are the different parts that a business plan is built upon.

##### b. *External uses*

In case the company wants to use funding from foreign sources. The task is to persuade banking institutions or investors about plan effectiveness, especially about a return on investments. It can be provided to banks, investment companies, private investors or government institutions. The business plan acts as a document that will call lenders and investors attractiveness. It is a selling tool to the venture investment. There are some business investors that look more into the financial part of the plan in which the decision is held up to 80% and others who look more into the feasibility of the business, while others are interested in the competition side of the business.

#### E. The uses and importance of a business plan

Legally, there is no regulation that would govern how the business plan should look like. The following are the basic recommendations:

- Clarity
- Brevity
- Logic
- truth

It is also important not to be overly optimistic or pessimistic. Business plan should show advantages of the business, product or service and thereby their profitability, competitiveness and efficiency.

#### F. *Parts of a business plan*

##### a. Executive summary

Prospective investors begin to study a plan right here. Basic information shall include company name, legal form, location and subject of business. This study should briefly describe the objectives and how entrepreneur wants to achieve them. It should be clear that all visions are realistic and business will be successful.

##### b. Company description

This section provides details about the company and its product. It includes a description of products and services which entrepreneur will offer to the customers, to define, why there are unique and tenderable, to find a suitable location according to requirements for a specific business field and to have some future plans and visions.

##### c. Industry analysis

Industry analysis explores both the general and specific field of business. This study should define the industry along with its influence. It is also an illustration of a PESTE analysis (political, economic, social, technological, and ecological environments, along with a SWOT analysis. This latter gives a detailed analysis of the internal, external, positive, and negative influencers of the industry onto the business venture.

##### d. Marketing plan

This part consists of market segmentation to better understand potential customers' needs, wants, and desires. Market segmentation is the key to a good marketing plan. The segmentation has to respect the geographic, demographic, psychological, and behavioral aspects of the new business. Within this part, the entrepreneur has to develop a marketing mix. Product identification can include range of products, design, package, brand, quality and variation. The main factor will be how it will satisfy target customers. Price includes a policy according to customers' expectations about the price and company's objectives. We can include discounts, credit options and conditions of payment. Place is a

factor where the products will be sold. Study should define specific requirements for the location. It can also include distribution channels and sales range. Promotion is the medium that helps consumers learn about the product. Internal promotion can be used (direct communication with customer inside the place of company) and external (public relations, advertising and sales promotion). Competition, location, and layout are fundamental parts of the marketing plan, as well.

e. Operational plan

Includes a description of how entrepreneur will run a business. It details the method of work to be followed. It also indicates an exact schedule of how he/she will proceed with their implementation of the plan. It can also include distribution channels and sales range.

f. Financial plan

One of the most important parts of business plan where investors will be considering, it defines the initial investments and profitability of the business. Important point is when the investment will be paid back. It includes a pro format financial statement that lists and summarizes operating activities for the most recent periods. Entrepreneurs can use it before an acquisition, new investment, and before incurring debts.

Balance sheet statement is a summary of all financial balances in company at a specific time. Company balance sheet has three parts:

- Assets – represent what company owns (cash, inventory, buildings, land, know-how and more)
- Liabilities – represent what company owes (bank loans, funds and more)
- Owner's equity – represents acquisition of equity, participation in company or start-up (capital, shares and more). Both sides (assets, liabilities and equity) must be balanced.

Income statement (profit and loss statement) indicates a way how revenues are transforming into a net income. Net income shows the increase (or decrease) in net worth of a company. The aim is to calculate the company's profit or loss. In this table, a distinction between the company's expenses and revenues is clearer. Also the magic formula on how profits are to be generated in to be presented with three different scenarios.

Cash flow statement shows all changes in the balance sheet according to business activities with cash inflows and outflows. Statements can be prepared weekly, monthly, annually.

Some business plans can go further by analyzing the return on assets and on investments, breakeven point, along with the financial ratios

g. Risk evaluation

This section should cover evaluation of project, describing all aspects of risks and how to reduce or eliminate them. Their particular solutions can be positive sign for potential investors. There are several methods as to how to go about it such as constantly monitoring the market and competitors, checking on customers' engagement in the business, analyzing customer needs, insuring the business, and build up sufficient financial reserves.

h. Appendixes

Here we can find additional materials which reference to concrete parts of business plan. For example: results from research and contracts and other documentations. This section could also include business interviews held, pre consumers' tests, and market research statistics. Contracts, administrative, and or legal documentations needed are also part of this section.

CUSB: A MODIFIED FASHION INTO BUILDING A QUICK, RELIABLE, AND TIME EFFECTIVE BUSINESS PLAN

Before going into a deeper explanation of CUSB model, there should exist a distinction between entrepreneurship that is summarized into a strategic mindset approach of putting down an idea into reality and it being a mindset that is an approach and response to experience.

2. Idea generation approach



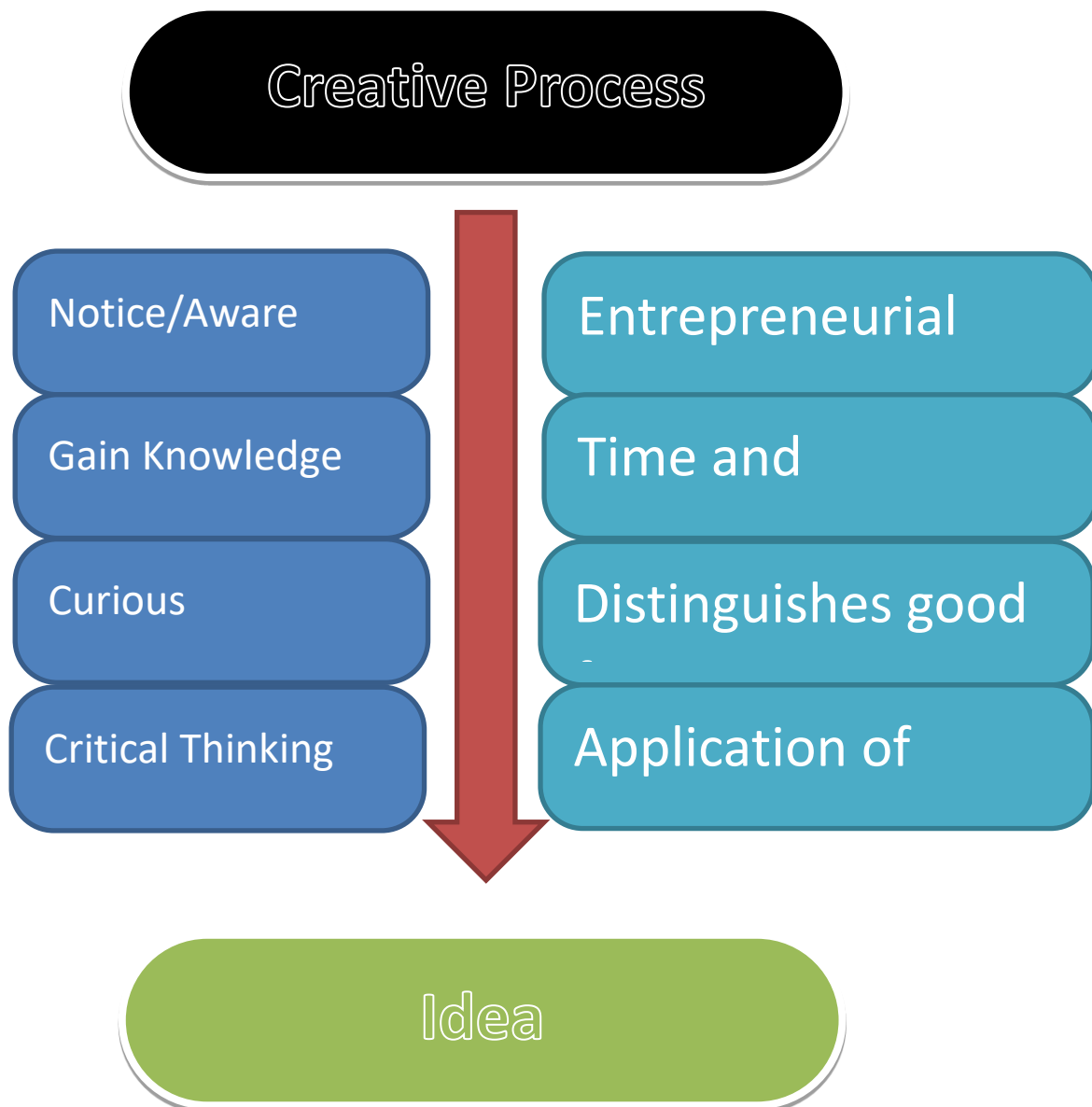
**Figure 1**-Idea generation approach

After a deep analysis and extensive reading about business plans, their value, feasibility, and competition, I have come to develop what is known as the CUSB concept (Customer, Unsatisfied need, Solution, and Benefit).

CUSB model is developed via a business canvas that starts by a business model. This model illustrates the opportunity that the entrepreneur has to reach and act upon, which is the mechanism that draws down the idea starting from a need or a desire that is transferred into a curiosity concept. Then comes the passion along with the experience, this idea could be also the fruit of a research, an experience, or an expertise drawn from a mastered skill. The last point of the idea chart is the critical thinking in which the entrepreneur starts by considering the different aspects into making the thought a real venture.

This table summarizes the creative process of building a business idea explained above:

3-Idea building model

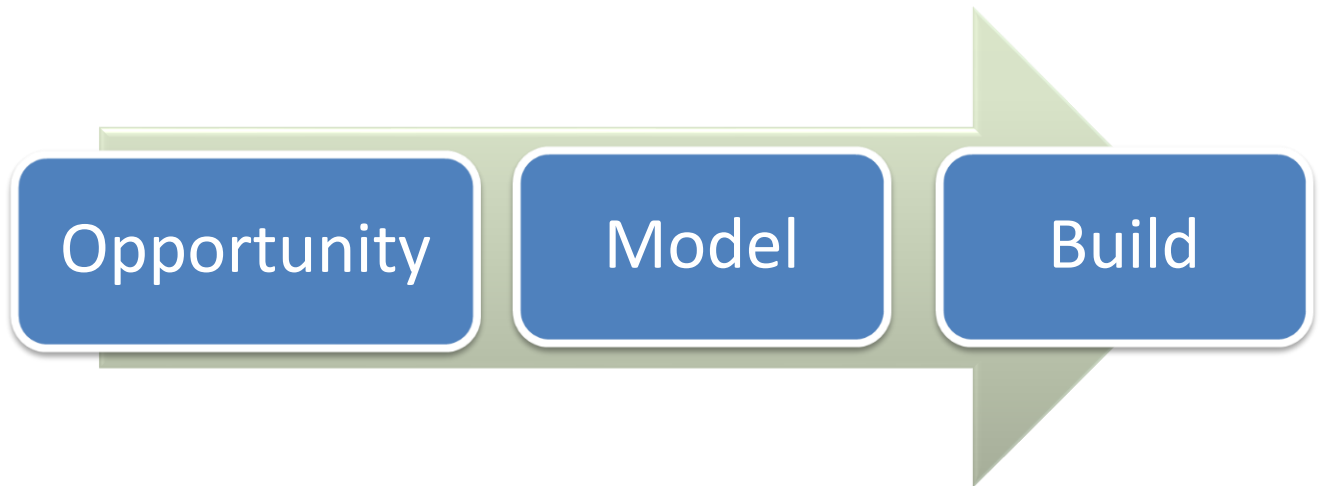


**Figure 2-Idea building model**

C. Business model

Once the critical thinking is set, a business model is developed via the following:

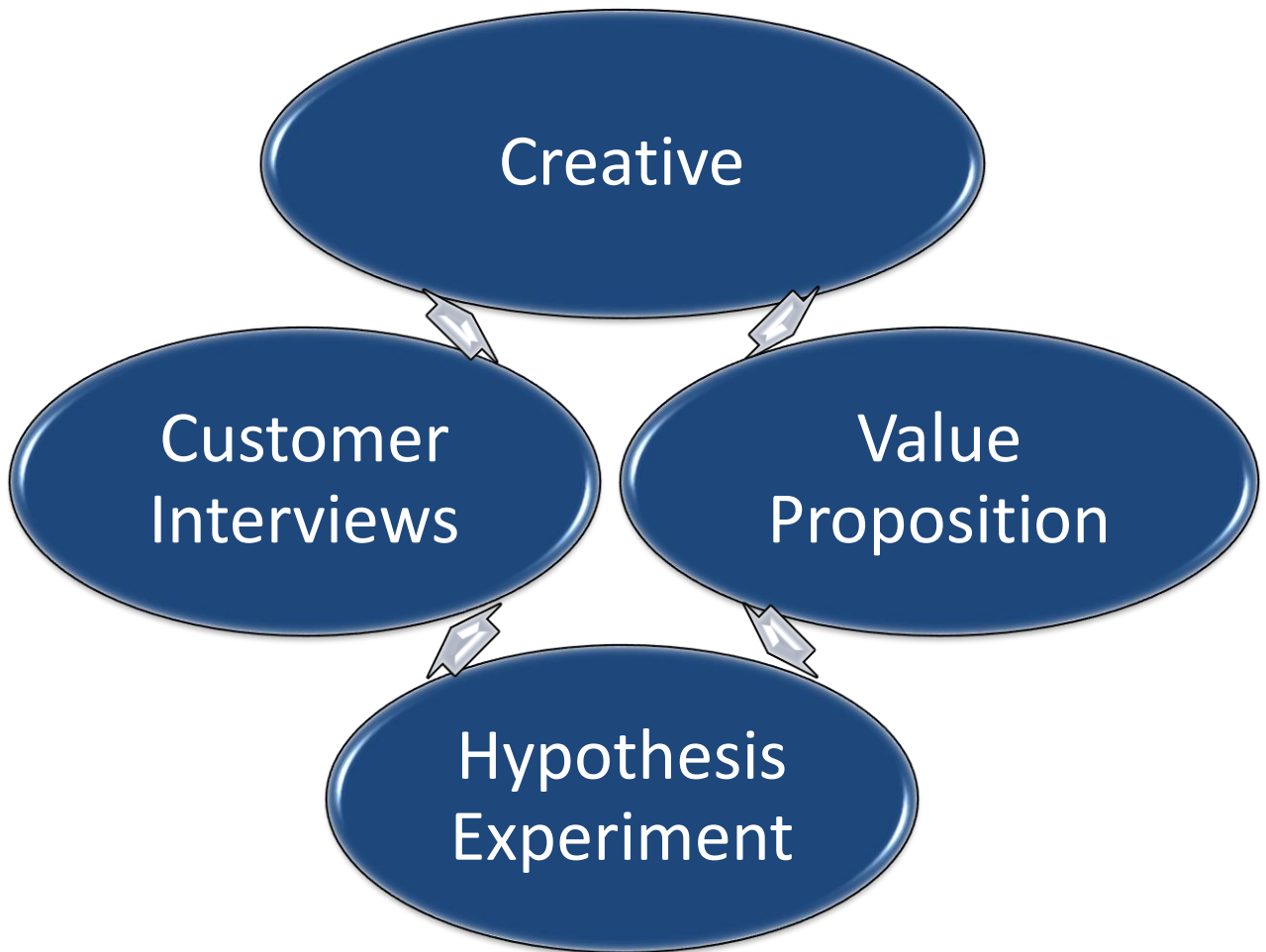




**Figure 3-Business model**

The opportunity describes the idea modeling that crosses the mindset that is then transferred to a problem. An idea should give a solution to an existing problem. Consumers are to reach the so called company when they see a need; however, this need is to be unsatisfied. Other businesses could be out there serving rival products. The new idea is to provide some type of distinctiveness into its product or service to better touch on the emotional side of the consumer. The opportunity has to be the source a creative idea that goes into being made as a value proposition, in other word, the specific offering distinguishing one's products and services from the rivals. Hypothesis experiment is set before customer interviews for testing. Once the chain is over, a quick evaluation of the value proposition is being offered. The value proposition has to meet the requirements:

- 1.Full understanding of customers' problems, passions, and needs
- 2.A confirmed solution that solves the unmet need or problem
- 3.A sizable volume of the customer segment
- 4.Clear benefit that customers understand and are excited about



**Figure 4-**Business model relationship

The model has to be built in order to measure and scale the business concept, the idea behind building the business model is to determine the repetition and scale of the business. Most entrepreneurs are seeking sustainable businesses that should serve the new generation and not hurt the future one. New business should not only respond to the actual needs of the customers but rather follow up with their changing needs and wants.

The building part of the plan is last checked by entrepreneurs in order to make the plan in a way that it carries the opportunity, creates a value that is tested via interviews after a hypothesis is set.

Customer interviews give insights on future consumption of products and services offered by the business to be set. Entrepreneurs, at this point, select locations of high concentration of potential customers and try to tackle them with questions. The results are effective to the point that they give insights about feasibility options not thought of by the entrepreneur. In some cases, they may even give other solutions to be considered by the business owner.

Once the model is understood, value proposition is validated, customer interviews are checked, a business plan canvas is to be formulated. This canvas is the key to an effective, quick, and reliable business plan. The business plan, by this time, could be pitched in few minutes and effective enough to get lenders and investors believe in its feasibility, competition, and value.

### 3. CUSB canvas

**Table 1-**CUSB canvas

Key partners	Key activities	Value proposition	Customer relationships	Customer segments
	Key resources		Channels	
Cost structure			Revenue streams	

The way this model is to be filled is the following:

The idea generated is to be translated into customers' needs and wants. In this case, customers are to be identified in order to better understand their problems which are expressed as unsatisfied needs. These needs are then translated into value proposition elements. The entrepreneur will have processed the idea first, built the business model, and then transferred the thoughts into different points that make up the bulkiest value proposition. The product and or the service to be offered should solve an existing problem, if it is the case so that no customer is available, the product and or the service will have no value.

After customer segments, comes value proposition, then key activities to lay down in greater detail how the value of the offering will be displayed. Then come the customers' relationship that analyses the different needs of the multiple segments. At this stage, some marketing efforts are to be established via the channels, which are the different tools to better approach the customers.

The key resources displays the major players of the industry that have a primary input into the business, they represent the stakeholders who have a direct link to the potential organization. The cost structure lays own the startup cost of the business. The entrepreneur, in this case, has to distinguish between the long term and short term assets against the liabilities. The challenging part of this canvas is the revenue streams which are scenarios' assumptions of the source of revenue with a great emphasis on seasonality, cycles, and any trends that could affect the business operations. The scenarios that are to be set are divided into three projections: the realistic, the pessimistic, and the optimist. Within each scenario, a projected income statement is to be displayed showing the changes between each of the previous ones. The last step is the key partners who are the individuals that have contributed into not only building up the business model but also potential investors who may be held liable for the success and or failure of the business venture.

CASE: WALILIA ADVENTURE, VOLUBILIS SITE OF CENTER MOROCCO – A SIMPLIFIED BUSINESS PLAN MODEL-

#### 4. Executive Summary:

Moroccan economy has been growing steadily for the last few years. It has been one of the most politically stable countries and one of the major industries that have taken advantage of this stability and economic upswing is the tourism sector.

According to the latest statistics provided by the general direction of national security, the number of tourists' arrival has increased by 8% during the first semester of 2015 compared to the previous year. Vision 2020-2024 which aims primarily to put sustainable tourism at the heart of its ambitions will make of Morocco a touristic market where nature, authenticity, culture, and history will be put upfront to promote the heritage of its center region.

The aim of this project is to promote a new area and era of Morocco. The center region of the country is rich by its nature and history, the reason behind the choice of "Volubilis" has come to mind.

"Walilia Adventure" is a touristic site located few steps from the already existing "Walili" known as "Volubilis", place of the Roman history of Morocco. The new to be site will be built in compliance with the typical roman architecture. It will have an open air museum, where guests will explore the spirit of past ages, be the first stepping their feet in the ruins of this arch, to be lost in the charm and fame of Romans, making them relieve the history of the site in an entertaining way. "Walilia Adventure" is in business to promote tourism and entertainment in center of Morocco. Its primary objective is to offer Volubilis visitors an unforgettable journey full of activities making them travel through the past while discovering the richness of the region in terms of gastronomy, artisans' work, a projected open air movie, and lot more discoveries about the center region of the kingdom.

The project is targeting national and international visitors, aiming at bringing for all ages a handful of entertaining activities not to limit customers' age groups. Customers will, indeed, visit this site as part of a touring experience around the country. For this purpose, strong campaigns are to be launched to travel agencies, educational institutions, touristic forums, and international touristic organizations.

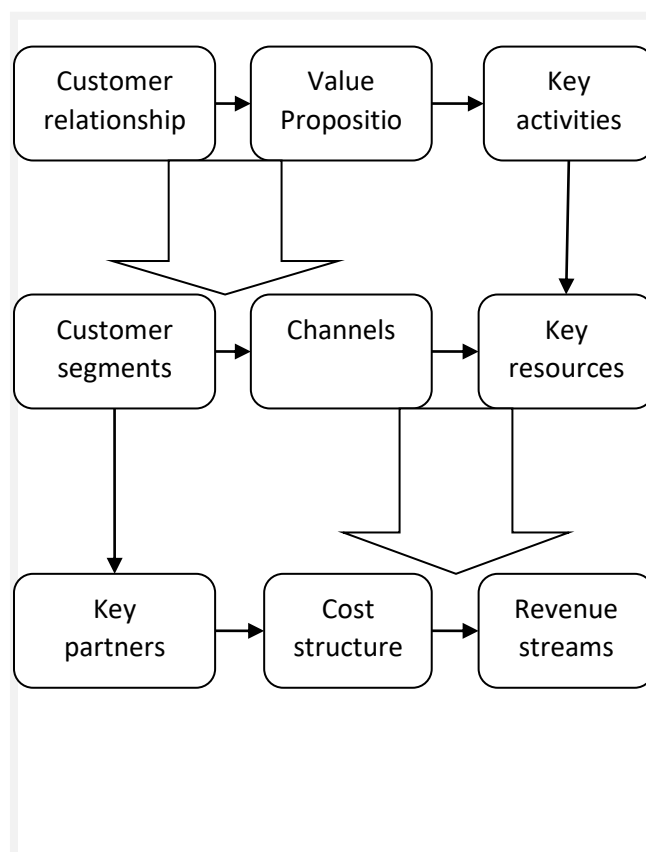
Sources of budgeting will range from governmental institutions, non-governmental ones, local investors, and angels funders. Most activities will be outsourced so as to have stakeholders benefit from economies of scale. Financial assumptions will be based on the number of local and international tourists visiting the region and access prices are forecasted accordingly.

The accomplishment of this project is based on its degree of attractiveness toward lenders and investors. Its success is directly linked to its economic value seen on present and future generations which is the ultimate goal of making of Morocco a sustainable touristic destination.

2-CUSB Model applied to "Walilia Adventure

This graph displays the way the model is to be filled out.

**Table 2-CUSB Model applied to "Walilia" adventure**



Based on the above canva, the following process is the way it should be developed in order to respond to all the requests.

We have taken the example of Walilia Aventure, where the first block is value proposition:

1. A new adventure nearby Volubilis
2. An unforgettable journey within the Roman era in Morocco
3. Local community growth potential
4. Customized packages tailored for specific niches
5. Outsourced activities to other businesses

The next block is about customer relationships:

In order to make customers familiar not necessary aware of the project, need to brief them over their wishes, likes, dislikes with the existing leisure sites and their thoughts about the new venture and this is achieved via:

1. The creation of a heavy networking panel
2. A strong word of mouth
3. A very brief survey from which lots of answers would serve as basic strategies to conduct the business

The following block concerns the customer segments, which could also be defined and refined via another survey. In this situation, a variety of surveys are to be developed in order to target each single one of the following groups, knowing that their needs are varied:

1. Local and international tourists
2. All age groups
3. Travel agencies
4. Educational institutions

Then come the channels, which are the way the potential customers and target markets will be managed to get the business idea and offerings. They are the following:

1. Social media
2. Customized packages
3. National and international tourism exhibitions
4. Billboards
5. Highway entrances
6. Signs and signals around
7. Festivals of Meknes
8. The Agriculture Exhibition (a major event of the Morocco)

Once the above four blocks are satisfied, the next step is to focus on key activities:

1. An open air movie projection
2. A kids' area reflecting Meknes culture
3. An authentic bath
4. An exhibition hall displaying the region's artwork
5. A restaurant serving local meals
6. A gift shop offering the region's culture and art craft

Key resources are also an important element of any business plan, it is not to be forgotten for the CUSB canva, for our example, it should be requested from the following:

1. The Ministry of Tourism
2. Delegation of Tourism in Meknes
3. Angel funding

#### 4. Sponsors whose needs are seen within the venture

Revenue streams is the most important part behind any business plan because each investor is looking at the plan from a different angle, financial investors have a material evaluation of the idea. They are mainly interested in the way this venture will generate money, for the “walilia Adventure” example, the revenue will be generated as follow:

1. One entry price for the day
2. Customized packages at special prices
3. Each activity is priced separately and as requested
4. Rental of outsourced areas such as restaurant and exhibition hall.

Cost structure is the fashion over which the needed start up balance sheet is based. The following are to be considered:

1. Major assets are: land, buildings, equipment.
2. Major expenses: advertising, wages, maintenance, insurance

Key partners are the reason behind the building of this canva and the business plan in general, so a call of partnership is to be scheduled to present the plan and or the model.

#### CONCLUSION

Starting a business is an exciting proposition, but it’s also an incredibly challenging undertaking. Entrepreneurs today have a vision, are educated, and are seeking not only growth potential but sustainable business ideas that will ensure future growth, as well. The reason behind this trend is independent lifestyles, freedom, recognition, and distinctiveness. Business plans are tools that fall into this thought. They are considered as backups to new businesses that guide entrepreneurs into their journey because of the concept, industry, marketing, financial, the management analysis that are conducted while writing them.

Writing business plans, although a challenging process for most entrepreneurs. However, it is an essential starting point to help entrepreneurs conduct daily operations, know about their activities and have a larger view of the company they are willing to build. Its forms are varied depending on different organizations’ requests. The CUSB model is a simplified version addressed to lenders and investors to help them develop a clear idea about the venture to come.

The CUSB model also helps build in the mindset of the entrepreneur and the investor the uniqueness of the strategy to be followed and the way the business will stand out facing its rivals through identifying a niche via the customer segments and business interviews’ results, having a clear offer through a value proposition, and by focusing on specific product and or service via the business model.

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