

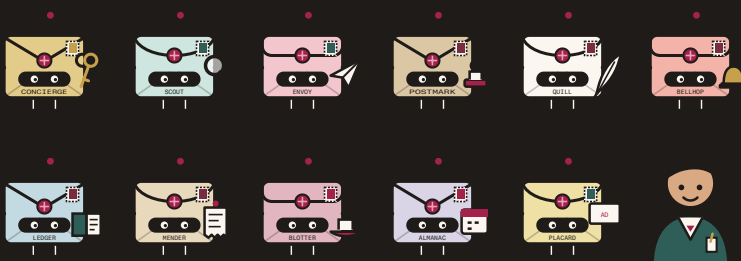


Every review answered, *kindly.*

A 12-month business plan for a review reply and reputation desk for independent UK hospitality, run by ten AI bots (eleven with the optional ad-sales bot) and one person.

NEW BUSINESS • PLAN DATED 24 OCT 2026

Kind Regards is new. It has no venues, no replies posted and no sales yet. Every number in this plan is a labelled estimate. The bots are set up and ready to switch on.



A reply desk for venues that are too busy to write back.

Kind Regards is a done-for-you review desk for independent restaurants, cafés, pubs and small inns. Bots draft a reply to every Google and Tripadvisor review in the owner's own voice, flag bad ones within the hour, and turn what guests keep saying into a short list of fixes. The owner approves every reply that matters.

£59

a site a month, Postcard: every review replied to, 1★–2★ alerts

£99

a site a month, Letter: adds the Ledger and the Fix List

£79

a site a month, Correspondence: groups of 3 to 10 sites

£49

set-up per site. 30-day rolling, no minimum term

Who buys

Independent UK restaurants, cafés, pubs and small inns with 1 to 10 sites. Owners who read every review but answer few, because they are on the pass, behind the bar or doing the books.

What you need

- About 5 hours a week **EST.**: approvals, Reply Sample calls, onboarding
- A laptop, a phone, a business email
- About £331 before the first sale (month-one costs)

Year one, base case **ESTIMATE**

£13,771 revenue, **£10,754** profit before your time, about **18** venue groups (**26** sites) and **£2,031** a month of recurring income by month 12.

62,000 independent licensed venues. Most reviews unanswered.

62,357

independent licensed premises in Great Britain (NIQ / CGA Hospitality Market Monitor, June 2026)

176,685

UK hospitality businesses; 97.7% are small (ONS via House of Lords Library, 2025)

614,459

food businesses on the FSA hygiene ratings open data, free to read

89%

of consumers say they would read a business's replies (BrightLocal Local Consumer Review Survey 2026 (mainly US; medium confidence))

Guests choose where to eat on Google and Tripadvisor. A calm, specific reply under a bad review shows the next guest that someone cares. Most small venues know this and still leave reviews unanswered, because the reply takes twenty careful minutes they do not have.

The honest catch

Self-serve AI reply tools cost £8 to £29 a month. So Kind Regards does not sell "AI replies". It sells **a desk that does the whole job**: replies in your voice that pass the rules, an alert before a bad review festers, and a short monthly list of what to fix.

Sources: NIQ/CGA Hospitality Market Monitor (June 2026); House of Lords Library (2025); FSA open data (23 Oct 2026); BrightLocal 2026 (mainly US, medium confidence). Full list in RESEARCH.md.

Where Kind Regards fits.

WHO	A MONTH	WHAT THEY DO
Self-serve AI tools (Revio, ReplyReview, SmartReplay, IONOS)	£8–£29	Suggest a reply; you log in and post it
Done-for-you services (Replio, Tap & Rate, We Manage Reviews)	£29–£59	Replies written for you; some on 6-month terms
Agencies (SEO Pages, WebAsk)	£99–£279	Review management bundled with SEO; set-up fees
Big platforms (Birdeye, Podium)	\$299+	Built for chains, priced in dollars
Kind Regards	£59–£99	Replies, alerts, theme insight and owned fixes. 30-day rolling

Prices read from vendor pages and search summaries in Oct 2026 (some not opened individually). Check before quoting to a customer.

We win on three things

1. **Fixes, not just replies.** The Ledger and the Fix List turn complaints into changes with a check-back.
2. **Rules built in.** Blotter blocks freebies for reviews, pressure to edit, personal details and arguments.
3. **The owner signs the hard ones.** Every 1★ to 3★ reply waits for a tick.

Three notecards.

PLAN	A MONTH
Postcard One venue that wants every review answered well • A drafted reply to every new Google and Tripadvisor review, every day • 4★ and 5★ replies can go on your standing OK; 1★ to 3★ always wait for you • Text alert within the hour for any 1★ or 2★ review • Google replies posted for you once approved; Tripadvisor replies ready to copy and post • Monthly letter: reviews in, replies out, average rating	£59 a site
Letter OUR PICK A venue that wants to fix what guests keep raising • Everything in Postcard • The Ledger: what guests praise and complain about, theme by theme, every week • The Fix List: up to three fixes a month, each with an owner, a date and a check-back • Praise worth passing on to your team, ready for the staff room • A fair table card that asks every guest the same way (no rewards) • A 20-minute review call each quarter • No ads, ever	£99 a site
Correspondence A small group with three or more venues • Everything in Letter, for every site • Group view: compare sites theme by theme • One weekly group digest for the owner or ops lead • One house voice, with site-by-site sign-offs • Minimum 3 sites (£237 a month)	£79 a site

30-day rolling. No minimum term. £49 set-up per site. No VAT to add: not VAT-registered at launch. If that changes, prices will be shown with VAT. Extras and the free Reply Sample are on the next page.

One review, start to finish.

1★ GOOGLE REVIEW · EXAMPLE

"Waited 50 minutes for Sunday roast and nobody came to tell us why. The wait ruined it." Martin (example)

BELLHOP · TEXT TO THE MANAGER WITHIN THE HOUR

1★ on Google for The Hare. Draft ready, one tap to read and approve.

QUILL · DRAFT IN THE HOUSE VOICE · PASSED BLOTTER

Thank you, Martin, and I am sorry. Fifty minutes with no word is not good enough, and that is on us. We are adding a food runner on Sundays so the kitchen and floor stay in step. If you would let us put it right, please email hello@hollinandhare.example. Kind regards, Sam, General Manager, The Hare

LEDGER · THAT WEEK

Waiting: 4 complaints across the group, up from 1. Staff: praised 6 times.

MENDER · FIX LIST

Sunday food runner at The Hare. Owner: General Manager. Check-back in 30 days.

All examples. Hollin & Hare, The Hare, Sam and Martin are made up. Replies post to Google through the official Business Profile API once switched on; Tripadvisor replies are copied and posted by the owner.

Extras

Set-up per site (connect Google, set up Tripadvisor forwarding, write your house voice)	£49
Back-catalogue: replies drafted for up to 50 older unanswered reviews, one-off	£39
Printed table cards, 50 per site (at cost plus postage, estimate)	£18
Reply Sample: We draft replies to five of your recent public reviews, in your voice, so you can judge us before you pay. Drafts only: nothing is posted anywhere.	Free

From a public list to a signed venue.

1

Find

Scout reads the free FSA ratings open data for one area, checks the public Google page for unanswered reviews, and Companies House for legal form.

2

Reply Sample

Five replies drafted to the venue's own recent public reviews. Drafts only. Nothing posted.

3

Draft

Envoy writes a short email (limited companies and LLPs only) or a letter (everyone else).

4

Check

Blotter blocks anything that breaks the rules. The owner approves the first 200 by hand.

5

Call

15 minutes between 14:30 and 16:30, the quiet hours in hospitality.

6

Onboard

£49 set-up a site: Google access, Tripadvisor alert forwarding, the house voice card and a data agreement.

7

Run and report

Postmark, Quill, Bellhop, Ledger and Mender work 24/7; Almanac sends the monthly letter.

Built so the bots can't cut corners.

No fake reviews. Ever.

We never write, buy, swap or post reviews, or reply as a guest. Fake and concealed incentivised reviews are banned practices under the DMCC Act 2024 (from April 2025).

No rewards for reviews, or for changing one.

Blotter blocks any freebie, discount or "update your review" in a reply. Google and Tripadvisor forbid it too.

No review gating.

We do not send review requests at all, and we refuse to filter who is asked. A venue's own table card asks every guest the same way.

Fake-looking reviews go to the platform.

Reported privately through the platform's own tool. Never called fake in a public reply.

No personal details in public.

No booking references, room numbers, surnames or health details. Kind Regards is the venue's processor, under a signed data agreement.

Selling to venues.

Email only limited companies and LLPs (PECR). Everyone else gets a letter. Every email says who we are and how to say no.

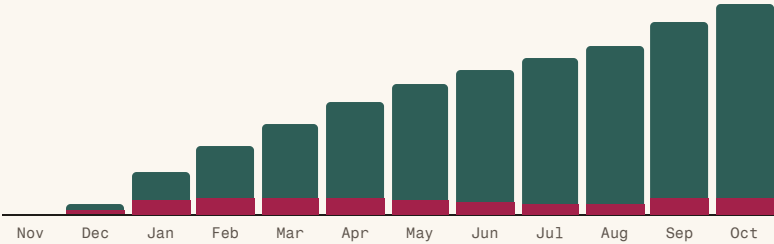
Cautious, base and strong.

No public UK figures exist for reply rates on this kind of outreach to venues, so the cases are deliberately modest. The first 50 supervised emails and 50 letters will tell you which case is real.

AT FULL SPEED	CAUTIOUS	BASE	STRONG
Emails a month	120	200	280
Letters a month	40	60	80
Reply rate	2.5%	4.0%	6.0%
Replies taking a Sample	50%	60%	65%
Samples that sign	30%	35%	40%
Letters that sign	0.6%	1.0%	1.4%
Venues leaving a month	4.5%	3.5%	2.5%
YEAR ONE			
Revenue	£4,056	£13,771	£34,048
Profit*	£2,018	£10,754	£29,204
Groups signed	6	21	51
Groups at month 12	5	18	45
Sites at month 12	8	26	65
Monthly income, month 12	£587	£2,031	£5,117
In profit from	May 27	Feb 27	Jan 27

All cases: average £114 a month per venue group, 1.45 sites per group (45% Postcard, 40% Letter, 15% Correspondence at 4 sites), £49 set-up a site, about £7 a month per site in AI and texts, letters £1.10 each. December and January quieter. *Profit leaves out your own time and tax. Ad income is not included (see the optional section).

The base case.

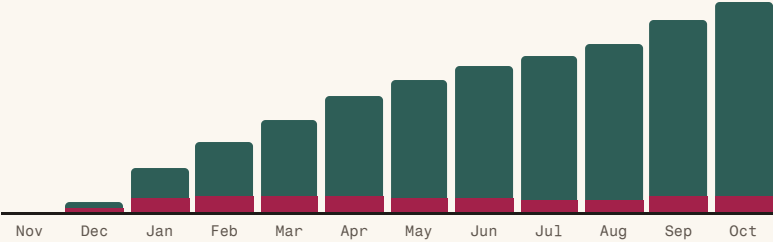


Green: monthly plans. Wine: set-up fees.

MONTH	EMAILS	LETTERS	WINS	SITES	REVENUE	PROFIT	TOTAL
Nov 26	0	0	0.0	0.0	£0	-£331	-£331
Dec 26	50	15	0.6	0.8	£105	-£6	-£337
Jan 27	176	53	2.0	3.7	£433	£260	-£77
Feb 27	200	60	2.3	6.9	£701	£498	£421
Mar 27	200	60	2.3	10.0	£941	£717	£1,138
Apr 27	200	60	2.3	12.9	£1,173	£928	£2,065
May 27	180	54	2.1	15.4	£1,354	£1,098	£3,163
Jun 27	160	48	1.8	17.5	£1,503	£1,238	£4,401
Jul 27	140	42	1.6	19.2	£1,620	£1,350	£5,751
Aug 27	140	42	1.6	20.9	£1,748	£1,467	£7,218
Sep 27	200	60	2.3	23.5	£1,999	£1,679	£8,898
Oct 27	200	60	2.3	25.9	£2,193	£1,857	£10,754
Year	1846	554	21	26	£13,771	£10,754	

Wins (venue groups) and sites can be fractions because these are averages. Month 1 is set-up: sending domain warm-up and the first Reply Samples, so no sales are counted.

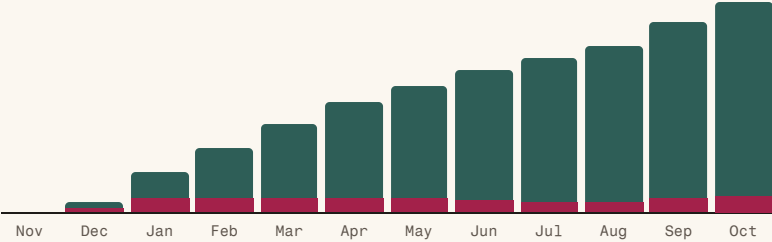
If venues are slow to reply.



MONTH	EMAILS	LETTERS	WINS	SITES	REVENUE	PROFIT	TOTAL
Nov 26	0	0	0.0	0.0	£0	-£331	-£331
Dec 26	30	10	0.2	0.3	£32	-£70	-£401
Jan 27	106	35	0.6	1.1	£131	-£4	-£405
Feb 27	120	40	0.7	2.1	£211	£64	-£342
Mar 27	120	40	0.7	3.0	£282	£128	-£213
Apr 27	120	40	0.7	3.8	£350	£190	-£23
May 27	108	36	0.6	4.6	£402	£241	£218
Jun 27	96	32	0.6	5.2	£444	£283	£502
Jul 27	84	28	0.5	5.6	£476	£316	£818
Aug 27	84	28	0.5	6.1	£510	£348	£1,166
Sep 27	120	40	0.7	6.8	£582	£401	£1,567
Oct 27	120	40	0.7	7.5	£636	£451	£2,018
Year	1108	369	6	8	£4,056	£2,018	

Profitable on running costs but thin for your time. If the first tests land here, lean on letters with a printed Reply Sample, and offer Postcard as a bolt-on to kits 01 and 02.

If the Reply Sample lands.



MONTH	EMAILS	LETTERS	WINS	SITES	REVENUE	PROFIT	TOTAL
Nov 26	0	0	0.0	0.0	£0	-£331	-£331
Dec 26	70	20	1.4	2.0	£253	£128	-£203
Jan 27	246	70	4.8	8.9	£1,041	£813	£610
Feb 27	280	80	5.5	16.7	£1,695	£1,401	£2,011
Mar 27	280	80	5.5	24.2	£2,285	£1,939	£3,950
Apr 27	280	80	5.5	31.6	£2,861	£2,463	£6,413
May 27	252	72	4.9	37.9	£3,321	£2,887	£9,300
Jun 27	224	64	4.4	43.3	£3,706	£3,243	£12,543
Jul 27	196	56	3.8	47.8	£4,019	£3,533	£16,077
Aug 27	196	56	3.8	52.2	£4,361	£3,845	£19,922
Sep 27	280	80	5.5	58.9	£4,999	£4,410	£24,332
Oct 27	280	80	5.5	65.3	£5,507	£4,873	£29,204
Year	2584	738	51	65	£34,048	£29,204	

At this pace onboarding becomes the limit (about an hour a site). The bot plan explains when to add a second Quill per region and a part-time onboarder.

Cheap to run, by design.

Every month

AI bots and hosting	£45
Estimate, with a hard monthly spending cap	
Google Places API (prospect checks)	£8
Pay as you go; capped	
Email tool and business mailbox	£12
Separate sending domain	
Text alerts (owner alerts only)	£6
Per-text platform, estimate	
Insurance (professional indemnity and cyber)	£18
Get quotes; varies	
Total a month	£89

Every year

ICO data protection fee	£52
Micro business tier; check the current rate	
Domain	£20
Not checked or bought; see name risk	
UK trade mark, one class	£170
UKIPO online fee; search first	
Total a year	£242

Plus about £7 a month per site for AI and alerts, and £1.10 per letter. Not included: your time, accountancy and tax on profit. Not VAT-registered at launch.

The Reply Sample is the advert.

1

Reply Sample emails

To limited-company venues only, under 120 words, one public fact (their count of unanswered reviews), one-line opt-out.

2

Reply Sample letters

A printed notecard with three of their own reviews and our drafted replies, for sole traders and partnerships.

3

The website

An envelope opens on a 1★ review and Quill writes back. A reply-debt calculator and a live rule checker. Prices on the page.

4

Bolt-on to kits 01 and 02

Offer Postcard to their clients where it fits.

5

Local hospitality groups

Talks at pub and café owner meet-ups once there is something real to show.

6

Referrals

Ask happy venues to pass the name on. Results shared only with their permission.

No paid ads in year one. Revisit at month 6 if the cautious case is happening.

Suppliers pay to reach venue owners.

An extra you can switch on or leave off. Every figure in this section is separate: none of it is in the cases, tables or totals on the other pages.

Who would pay, and where

Owners and managers of independent UK restaurants, cafés, pubs and small inns: client venues plus owners who ticked a box to get Desk Notes, Kind Regards' free monthly email about review platform rule changes, reply tips and seasonal service notes.

- Till (EPOS) and table–booking systems
- Drinks and food wholesalers
- Coffee roasters
- Linen and laundry services
- Hygiene, cleaning and pest control firms
- Food safety and licensing training

Rate card

STARTING PRICES TO TEST

SLOT	FROM
Desk Notes headline sponsor One sponsor per issue, one category at a time	£45/issue
Desk Notes classified line Up to three per issue	£12/issue
Noticeboard card One supplier at a time. Venues can hide it; Letter and Correspondence are ad-free	£30/month
Supplier bundle Three months minimum to test	£70/month

Starting prices to test, not proven. Reviewed when Desk Notes passes 250 readers. For scale, trade–press newsletters charge about £62 a send for 20,000 readers (Caterer & Licensee 2026 media pack), so a small list must start far lower. Prices exclude VAT; Kind Regards is not VAT–registered at launch.

Small, and kept apart.

YEAR ONE, ADS ONLY	CAUTIOUS	BASE	STRONG
First sponsor month	Apr 27	Feb 27	Jan 27
Headline slot filled	40%	70%	90%
Classified lines an issue	0.6	1.5	2.5
Desk Notes readers, month 12	120	320	650
Ad revenue	£175	£548	£970
Newsletter tool	−£90	−£90	−£90
Net, year one	£86	£460	£885
Ad income in month 12	£25	£64	£100

The audience is small at first, so ad income is small. Worth having only if Desk Notes grows. Not included anywhere else in this plan. Plus about 1 hour a month of your time.

The rules

- Every ad is marked Sponsored, in the same size as the text around it.
- Suppliers to hospitality businesses only. Nothing for diners, nothing unrelated.
- Never in a review reply, ever. Never in alerts, approvals, invoices, onboarding emails or the monthly letter. Never in anything a venue's guests can see.
- Desk Notes goes only to people who ticked a box to get it, says who sent it and has a one-click unsubscribe in every issue (UK GDPR and PECR).
- Ads follow the CAP Code: legal, decent, honest and truthful, with claims the advertiser can back up. No review services, no 'get more 5-star reviews' offers, no fake reviews or made-up testimonials (DMCC Act 2024).
- Kind Regards never shares venue, guest or review data with advertisers. Advertisers get totals only: issues sent, opens and clicks.
- Blotter checks every ad before it runs; the owner approves every advertiser and every price.

Who sells it

Placard, the Ad Sales bot, finds suppliers and drafts offers. Blotter checks every ad. The owner approves every advertiser and every price. Off until you switch it on.

RISKS

What could go wrong, and the plan.

RISK	WHAT WE DO
A reply goes out that upsets a guest	Every 1★ to 3★ reply waits for the owner's tick. Blotter blocks arguing and personal details.
Platform rules change	Blotter's rules are re-read quarterly against Google, Tripadvisor and CMA guidance.
Google API access is refused or delayed	Owners copy and post, as on Tripadvisor. Slower, still works.
Cheap AI tools undercut us	Sell the Fix List and the alerts, not the words. Postcard stays near the market at £59.
Name clash	Two "Kind Regards" companies exist. UKIPO search before spending; fallbacks: Signed, Sealed or Reply Card.
AI costs climb	Hard monthly spending cap; drafts are short.

Test first, for free

- Draft 20 Reply Samples from public reviews and send none: judge the quality yourself
- Then 50 supervised emails and 50 letters in one area
- Keep going only if at least 2 venues take a Sample

What you get in the kit.

- ☐ A phone-first website with prices, a reply-debt calculator, a rule checker, a privacy notice draft and an Advertise page
- ☐ The Desk: the working app on example data, with a 2-minute tour
- ☐ The Post Room: an HQ showing every bot, its day, reporting lines and growth
- ☐ Eleven bot prompts and job cards, set up and ready to switch on
- ☐ This plan, the bot plan, share images and a demo script

Before the first sale

- Name and trade mark search; company details; ICO fee
- Google Business Profile API access request
- Sending domain with SPF, DKIM, DMARC and a warm-up
- Data agreement checked by an adviser

Kind regards. From one person and ten bots (eleven with the optional ad-sales bot).