

A background image of an American football on a grassy field. The football is brown with white stripes and is positioned in the upper center of the frame. The grass is green and slightly out of focus. The sky is a pale blue with some light clouds.

XYZ Company

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Investor Business Plan
Month 20XX

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Executive Summary

XYZ Company is a Sample City based company with a portfolio company, The XYZ Company (“XYZ” or “The Academy”). XYZ will be the first holding of XYZ Company and will be a Sample City 1, Sample State based Football Academy that will provide a high school undergraduate and post-graduate independent study based boarding and commuter school. Top industry professionals will offer detailed football curriculum and cutting-edge strength and conditioning classes to augment a teacher-directed independent study program accredited by the Sample State Independent School District System.

In addition to the school, The Academy will also provide an eight week Combine and Pro Day Training Program for prospective NFL athletes preparing for the NFL draft during the months of Month and Month. During the summer months, the Academy will host youth camps and from Month through Month will offer a program for players recently cut from NFL teams to train, rehabilitate, staying current and in shape working with a staff of former NFL coaches and our strength and conditioning staff.

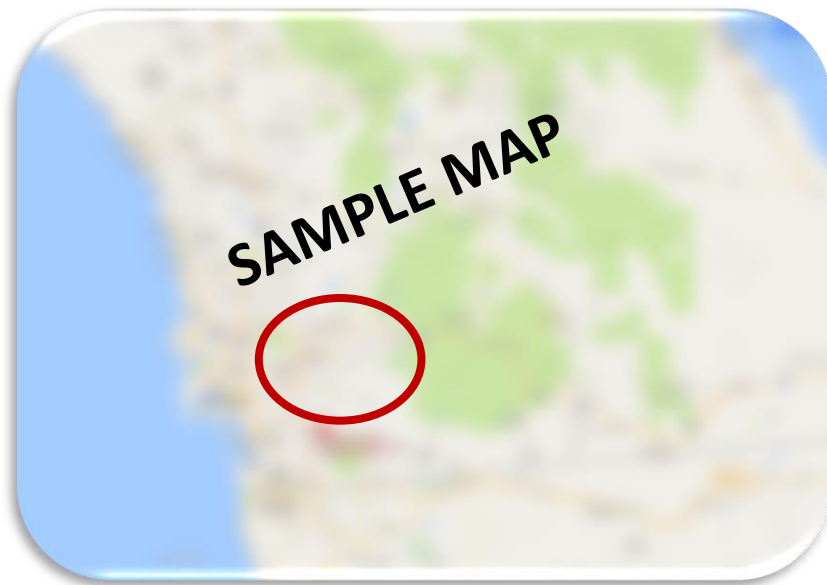
The Academy will be based at the XXX-acre Sample Training Center (STC), formerly the Sample Training Center, a universally recognized facility and prime location XX minutes from metropolitan Sample City 1. XYZ will design and build a XX,XXX-square foot indoor facility that will include state-of-the-art equipment and space for its high-performance training program, classrooms and meeting rooms. There are currently locker rooms and two full length football fields that will be utilized by XYZ. Clients wishing to board at the facility will be treated to spacious dormitories and a nutrition program designed for elite athletes.

The long-term plan of parent company XYZ Company is to expand at the present facility in Sample City into other sports (i.e. rugby, soccer, hockey, basketball). Once the model is proven in football, the parent company will look into these types of expansions.

Management is seeking a \$XXX million USD investment for financing of the new facility and pursuit of the company’s growth strategy.

Location and Facility

The XYZ will be based at Sample Location in metropolitan *Sample City 1* as shown in the location map below:



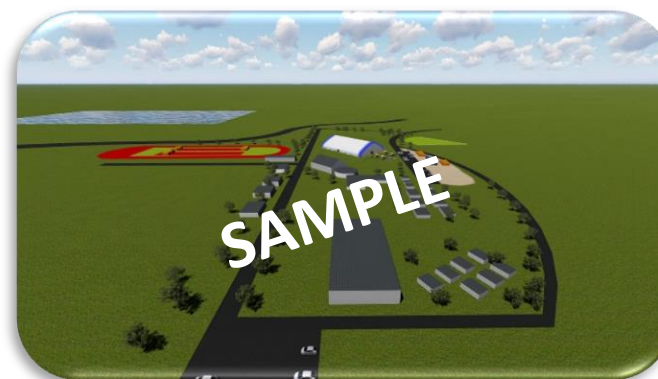
Below is an image of the site:



Sample Training Center

Sample Training Center covers XXX acres of world class state-of-the-art elite sport venues for training, competition, and events. It originally opened in 20XX as a U.S. Olympic Training Center, a gift to the United States Olympic Committee from the Sample City 1 National Sports Training Foundation. In 20XX, ownership of the Sample Training Center was transferred to the City of Sample City, and the facility is now operated by Sample Company 2. The CEO of Sample Company 2 is Sample Name, the former President and CEO of the Sample professional ice hockey team.

The Center is a dynamic setting with multiple sport venues and support facilities for elite athlete programming in sports, including archery, beach volleyball, BMX, canoe/kayak, cycling, field hockey, rowing, rugby, soccer, tennis, track and field, triathlon, and cross-training abilities for various winter sports.



Service and Revenue Streams Description

Management has crafted and arranged five types of specialized training program structures to be administered by the XYZ. These programs will utilize the personnel employed by the Undergraduate and Postgraduate Academy

1. High School Undergraduate/Post Graduate Programs
2. Combine and Pro Day Prep – (Month– Month) XX-week program
3. Summer Camps (Month– Month) XX -day specialized camps
4. NFL Prep (Month– Month) XX weeks
5. Team Building/Training Camps – (year-round) Multiple Day program
6. Development Programs

High School Undergraduate and Post-Graduate Programs

A major part of the foundation of the Academy is the unique Individual Study program that will offer commuter and boarding students an exceptional undergraduate and post-graduate education. A curriculum derived from the Sample State Board of Education and provided by the Sample School will be administered and closely monitored by XYZ's experienced and highly trained Education staff. John Doe 6 of the Sample, will work closely with Jane Doe, XYZ's Academic Coordinator, to provide a directed and focused online educational experience that will allow students a progressive community for active and collaborative student learning where old-school values of family, diversity, creativity and academic excellence flourish.

The strength and uniqueness of this program, the soul and the heart of the Academy, are in the people running it. John Doe 6, a former decorated collegiate football player at Sample College in Sample City who then earned a Master's degree in Educational Management and Development while coaching football at

Sample State University, has spent the past ten years in the Sample City 1 high school district in numerous roles and is now recognized as THE expert in the online education frontier. He will work closely with Jane Doe, a former collegiate English teacher with a Master's degree in Curriculum Development and Instruction in addition to a Master's degree in English Literature and Writing. She has spent the past 5 years in the Sample School District in Sample City as a selection from the prestigious Sample program teaching underprivileged youth. These two top professionals will lead a creative teaching staff that will guide and direct each student through an individualized program designed to help them reach their academic and life goals.

The educational component of our Academy along with the football and athlete performance components will work very closely and schedules will often intertwine. The school will cater to boys and girls interested in gaining knowledges that will lead to playing at the highest level, managing a professional sports club, coaching, officiating and many into various other professional fields. We will strive to teach the overall tools necessary to succeed; regardless of chosen vocation or sport. Preparation for admission and scholarships to universities or professional programs that fulfill each student's needs and desires will always be the end goal.

A critical prerequisite for a world-class sports academy is a world-class strength and conditioning program. At a time when scientific evidence shows traditional training methods are not improving several key performance indicators; most significantly acceleration and agility. And when the most consequential injury statistics in professional sport, such as ACL, hamstring, achilles, groin, and concussion, are increasing rather than decreasing. A strength and conditioning program that has proven practical, and scientifically endorsed solutions to all these problems is critical to our success.

John Doe 2's success at elite level across several different sports is testament to the specialized methods developed around inter-muscular coordination and the central nervous system. His soon to be released academic paper 'Sample Paper Name' will reveal specifically why the training methods adopted by most of the industry and XYZ's competitors are failing to make athletes faster and more agile, or improve injury prevention, and are in fact contributing to the problem rather than the solution. How techniques taken from 100m sprint coaches, and Olympic and powerlifting need to be more appropriately adapted for field sport, and other athletes. John Doe 2 has another 4 academic papers to similar effect in process, and already a further 6 researchers collaborating, leading to a significant impact on the domain. The soon to be published science adding to the already well-acclaimed sports performance record will position XYZ as industry leaders.

Every XYZ student will be part of this exciting unique program and will receive full time strength and conditioning coaching at least equal to any available at the professional level. Programs will be fully personalized and permanently evolving, athletes will gain an understanding of not only what to do, but why they are doing it and how they can expect to progress in the future. Performance standards and injury prevention have already been shown to be far superior to expected scientific norms. In addition to Coach John Doe 3's innovative high-performance program, students will also be treated by a full-time physical therapy staff that will employ chiropractic techniques and modalities never utilized in this type of school setting. Treatment will be proactive and creative and again will give students every insight into their own bodies necessary to take with them to the next level. The therapy department will be grown from therapists that currently work with John Doe 2, integrating rehabilitation with return to play in a way completely unique in professional sport in North America. These methods allow earlier return to play, better performance upon return, and much reduced re-injury risk. In conjunction with the physical therapy department, nutritionists will be on hand to discuss with and educate students on optimum nutrition for elite performance. The dining hall at XYZ is second to none and students will take an active role in designing their nutrition program with our trained specialists

The Academy will also provide students with a supplementary football program never before taught. The football curriculum at XYZ will be all encompassing and will not only employ NFL, CFL and NCAA coaches for positional specific classroom time, film study and on-field technique work, but also a well-rounded syllabus designed to give students insights into management, scouting, officiating, coaching and the “business” side of college and professional football. The Academy believes this type of thorough understanding of all elements of the game will give its students not only advantages in the football workplace, but applications far reaching into any field they may choose to pursue. As the “ultimate team sport” and truly a metaphor applicable to all phases of life, this broad-based program will produce great leaders, great teammates and ultimately great parents.

Full-time Undergraduate Boarding Student

- Boarding students in full service dorms plus access to the cafeteria
- Fee: \$XXX,XXX per year/\$XXX,XXX per semester

Full-time Undergraduate Commuter Student

- Students will live off campus but have access to the cafeteria M-F for breakfast and lunch
- Fee: \$XXX,XXX per year/\$XXX,XXX per semester

Full-time Postgraduate Boarding Student

- Boarding students in full service dorms plus access to the cafeteria
- Fee: \$XXX,XXX per year/\$XXX,XXX per semester (additional costs based on individual designed program)

Full-time Postgraduate Commuter Student

- Students will live off campus but have access to the cafeteria M-F for breakfast and lunch
- Fee: \$XXX,XXX per year/\$XXX,XXX per semester (additional costs based on individual designed program)

NFL Combine and Pro Day Prep

Schedule: Month - Month

Duration: XX weeks

Fee: \$XXX,XXX per week

The NFL scouting combine (or “Combine”) is a week-long showcase occurring at the end of Sample Month in Sample City where college football players perform physical and mental tests in front of NFL coaches, general managers, and scouts. Over the years, the Combine event itself has become a media spectacle as athletes attend by invitation only and the implications of an athlete's performance during the combine can affect their draft status and salary and ultimately their career

Between the Combine and the draft, NFL coaches and scouts turn their attention to pro day workouts. These are not as all-encompassing as the Combine but are important enough for the key decision makers in the league to travel around the country for more than a month to watch the talent up close and in person.

The XYZ Combine/Pro Day Prep program will be an elite program geared towards training and preparing for these two critical events and a career in professional football. The objective of the XX-week comprehensive program will be to give the athletes all of the necessary tools to prepare them physically, psychologically, and emotionally not only to handle the rigors and stresses of performing at their peak for

these specific events, but more so to prepare them to be successful when they attend their first NFL training camp in Sample Month.

The specific coordinative techniques taught by our conditioning program give an advantage to all of the most relevant combine tests. But importantly also carry over into performance more relevantly than the techniques used at rival facilities, a subject garnering much attention at present. Before XYZ opens John Doe 2 will have published this evidence in the academic literature.

The scope of the program can be summarized as follows:

1. Performance Enhancement in Combine tests
 - a. 40-yard dash
 - b. Vertical jump
 - c. Standing broad jump
 - d. Bench press
 - e. Short shuttle
 - f. Long shuttle
 - g. 3 cone drill
2. Positional Skill Enhancement with NFL coaches
3. Onsite Physical Therapy
4. Interview Techniques and Rehearsals
5. Daily Nutritional Monitoring and Guidance
6. All Elements of Sports Psychology relevant to athlete development
7. Wonderlic Test Preparation

NFL Prep

Schedule: Month - Month

Duration: XX weeks

Fee: \$XXX,XXX per week (boarding) \$XXX,XXX per week (commuter)

The XYZ will engage professional football free agents beginning the week following the final NFL cuts, which is traditionally around Sample Month and Date of each year. This concept is designed to give NFL teams (in which one of their players suffers an injury) a training outlet where there will be healthy and “ready-to-go” athletes involved in NFL training programs. The benefit to the injured athletes will be to rehabilitate while still being in the training environment and in which they will safely integrate and contribute as their rehab progresses. Additionally, the NFL Prep program would allow NFL and CFL scouts to know players are working out, training, and staying tuned-in mentally (which is critical to professional athlete development) as they await their opportunity to be called back to the team. The scope of the program can be summarized as follows:

1. Continued positional skill work daily along with film work to keep up with schemes and techniques being used by different teams coached by experienced former NFL coaches 2.
2. Full-time Elite Physical Therapy staff
3. Nutritional plans for each athlete
4. The Academy’s Performance Development Staff is directed by world renowned strength and conditioning coach, John Doe 2 from England. Mr. John Doe’s training approach improves upon the current and antiquated methods of improving acceleration, deceleration, and change of direction. He has also developed specialized coordination patterns and strength development

training that has resulted in significant decreases in ACL injuries and concussions in athletes that he has trained.

5. XYZ's Skill Development staff will be directed by John Doe, long-time coach and General Manager in professional football. Mr. John Doe brings over 25 years of experience at every level of the NCAA including the past 20 years as a coach and general manager in Sample Country.

This specific, hands-on experience elevates and enables the XYZ to engage athletes with NFL coaches that understand and have taught the skills and schemes being taught at the professional level. This blend of Performance and Skill Development create a high-end program to keep an athlete ready and further prepare him for the world of professional football. The XYZ NFL Prep Program is advantageous to the status quo as, in the existing model, professional teams fly in 8-15 players each week to train. Oftentimes players fly to multiple training-specific facilities within the same week. This is an inefficient model that results in high travel expenses to the team. The NFL Prep concept has been previously discussed in the NFL and CFL, but the program never materialized for reasons unknown.

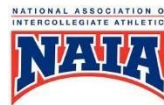
Team Building/Training Camps

Schedule: Year round

Duration: as requested

Fee: \$XXX per athlete per day

- 1) North American Programs:



Many of the college, university and professional football teams take an entire team from home base to attend "team building" training camps. With its world class facility and beautiful location, the Academy will offer destination comprehensive football/athlete development Training Camps for any team. Ex. Annually, half the CFL team's visit sites in Sample State to hold this free agent and vet camp.

- 2) International Programs:



Many International leagues/teams utilize a "destination" training camp as a tool to build team unity. Traditionally these programs would be operated by team staff however; in the case of XYZ Company many international organizations have shown interest in a program where both the coaches/players can benefit from the process. XYZ Company will offer player/coaching training/education based curriculum at a world class facility. The perfect destination visit.

Summer Camps

Schedule: Month - Month

Duration: XX one-week segments

Fee: XX Day Camp - \$XXX,XXX – Boarding Camp \$XXX,XXX – Commuter Camp

The XYZ Summer Camp programs are geared towards football players aged 12-22 and will operate as eight single-week programs that give athletes flexibility to train for shorter or longer durations during the summer. Athletes will have the opportunity to attend a one week boarding or commuter camp that will be centered on teaching the athlete the principles of the game and be taught completely from a professional football point of view. Run by the top XYZ coaches and with an integrated strength and conditioning program, athletes will be exposed to time in the classroom learning sound principles and time in the film room learning to analyze the game in a focused environment. They will spend quality time on the field doing intensive technical work that will be filmed for their analysis the following day.

Each athlete will also be taught the principles of applicable speed, strength, change of direction, and intermuscular coordination crafted by the Director of Performance, John Doe 2. As football is the ultimate team sport, oftentimes the individual player is not the focus of training programs. The week-long programs will concentrate on the complete development of the individual mentally, physically, and emotionally. In addition to the football and training concepts, curriculum drawn from the top sports psychologists in the world will be used to give each athlete advantages usually reserved only for the elite athlete. Positional specific skills along with safe tackling and blocking techniques and competitive drills will be trained on the field in a non-contact atmosphere. The type of summer camp that The Academy is structuring is unique as other football camps have traditionally been focused on skill development in teams. It is XYZ's belief that individual cognitive development is a vital piece of any athlete's development and that through their summer program, athletes will become more confident, a better teammate, and ultimately a better leader.

Development Programs

Schedule: Year round

Duration: on-going

Fees: TBD

Studies have shown that physical, sport-specific training in a variety of sports other than an athlete's "core sport" has spillover benefits and promote the comprehensive fitness and performance of an athlete. The XYZ's Performance Coaches will provide Academy athletes with non-football training such as basketball, soccer, rugby, amongst others in order to enhance performance. The Development Programs are projected to constitute a relatively small portion of XYZ revenue, however, it is important to note that it will also have spillover effects to Academy coaches in assisting the development of their overall coaching approach and ability. 9 to 17-year olds in the local, greater-Sample City 1 market will serve as the target market for the Development Programs.

Corporate Structure

XYZ Company is a holding company based in Sample Country and holds XX% ownership in Sample Academy in Sample City, Sample State and all of the worldwide licensing and merchandising. Revenue will be booked through the Sample Country entity in US dollars.

The holding company is currently owned by 3 partners of equal shareholding:

Investor - XX%

John Doe, CEO – XX%

John Doe 2, CTO/Performance Director – XX%

John Doe 3, COO – XX%

Industry and Market Analysis

Sports Coaching Industry Analysis



According to Source¹, one of the world's leading publishers of business intelligence specializing in industry and procurement research, Sample Academy operates in the sports coaching industry which essentially consists of establishments that offer instruction for athletic activities to groups or individuals. Instruction typically occurs on a daily basis, and, in some cases, clients may stay on establishment grounds for extended periods of time, including for all-day and overnight camps and specialized training sessions. Source estimates industry revenue will increase at an annualized rate of XX.XX% to \$XX.X billion over the five years to 20XX. Industry growth has been bolstered by an increase in sports participation, which has increased the pool of available clients for industry participants. In addition, the number of adolescents aged 10 to 19, a key market for this industry, is expected to increase slightly over 20XX. Disposable income has also risen, increasing the number of consumers willing and able to afford discretionary purchases, such as sports coaching instruction, and helping to lead to a XX.XX% increase in revenue over the year.

Further boosting demand for industry services, parents have increasingly spent discretionary income on one-on-one coaching for their children. Professional standard coaching and elite human movement training/education is paramount in the parent's decision. Rising costs of college tuition and increasing salaries of professional athletes encouraged parents and athletes to look to sports coaching to enhance their skills. Consequently, instruction establishments, such as Sample Academies, will continue to advertise notable alumni (e.g., professional athletes and college champions) to compete with other operators and gain market share.

Over the five years to 20XX, the industry is expected to continue growing, with revenue estimated to increase at an annualized rate of XX.XX% to \$XX.X billion. The industry will benefit from a continued rise in sports participation, as well as growing public interest in sports indicated by strong TV ratings for sporting events. While demand is expected to be fairly strong for industry participants, profit margins will

¹ Source

contract slightly, as low barriers to entry in the industry will cause an influx of new participants into the industry, leading to increased levels of competition.

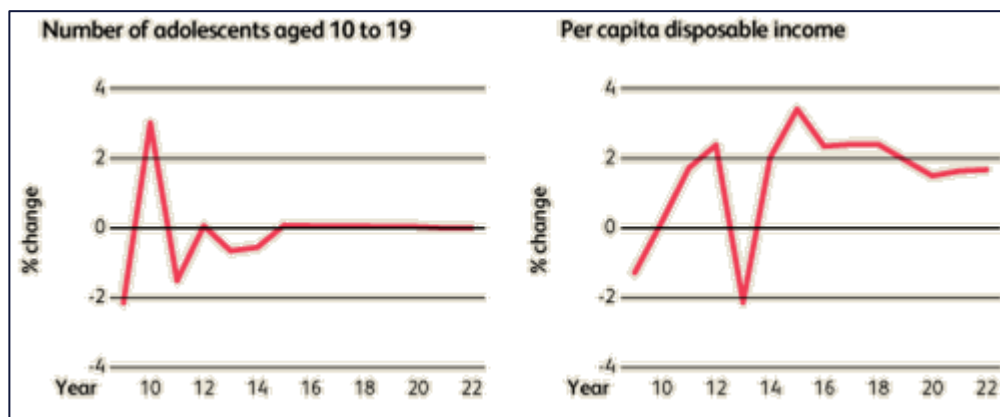
Industry Performance

Key External Drivers

Many sports activities offered by this industry are targeted toward students aged 10 to 19. Growth in the population of this age group increases demand for sports instruction. The number of adolescents aged 10 to 19 is expected to grow slowly over 20XX.

Number of adolescents aged 10-19

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Per capita disposable income

Spending on sports coaching is largely discretionary; therefore, demand for this industry is influenced by per capita disposable income. As income levels increase, sports coaching participation also rises. Disposable income is expected to increase over 20XX, representing a potential opportunity for the industry.

Current Performance

Operators in the Sports Coaching Industry have performed well over the five years to 20XX, with industry revenue estimated to grow at an annualized rate of XX.XX% to \$XX.X billion over the five-year period. Increasing sports participation and rising per capita disposable income levels have supported demand for industry services. In addition, the US population has increasingly participated in sports, and consumers' financial wellbeing has enabled discretionary spending on services, such as coaching.

In addition to these factors, the rising cost of attending college has encouraged some parents to invest in sports coaching for their children, through camps and academies, to increase their likelihood of receiving a scholarship. For example, the Sample Golf Academy, a full-time education and golf-training facility, advertises that, historically, XX.XX% of graduating students receive college golf scholarships. Furthermore, large salaries earned by professional athletes have led consumers to use industry services to increase their chances of making it to the professional ranks. In 20XX, the number of adolescents aged 10 to 19 is expected to slightly increase, leading to an expected boost in revenue at a rate of XX.XX% over the year.

Sports camps

Over the past five years, sports camps have become increasingly popular alternatives to summer camps, further boosting industry expansion. Participation in these camps is often essential for young athletes who wish to remain competitive in their chosen sport. Over the past five years, the number of establishments offering sports camps has increased along with the number of enrollments. Sample Name, director of Sample camps, claims his camp has grown an annualized XX.XX% over the past several years.

Sports camps have benefited from the competitive nature of school athletics. By standing out in a given sport, student athletes are more likely to increase their chances of getting accepted into the school of their choice. Certain college sports, such as basketball and football, generate significant revenue for their respective schools. Consequently, coaches are always looking for top talent. Some elite camps invite college coaches to attend camps and check out prospective student athletes, further increasing demand for these camps and sports coaching.

Industry landscape

The Sports Coaching Industry includes franchised establishments, such as Sample Franchise and Sample Academies; however, XX.XX% of industry establishments are nonemployers. This industry attracts these types of enterprises thanks to its low barriers to entry; participants require little equipment and may rent out facilities to conduct coaching sessions, keeping capital investment to a minimum.

Over the five years to 20XX, a rise in sports participation has caused more athletes to demand sports coaching. As a result of increased demand, new entrants flooded the industry; the number of industry establishments is estimated to grow at an annualized rate of XX.XX% to XXX,XXX over the five-year period. As this industry is labor intensive, employment is estimated to increase at an annualized rate of XX.XX% to XXX,XXX employees over the five-year period.

Products and Services

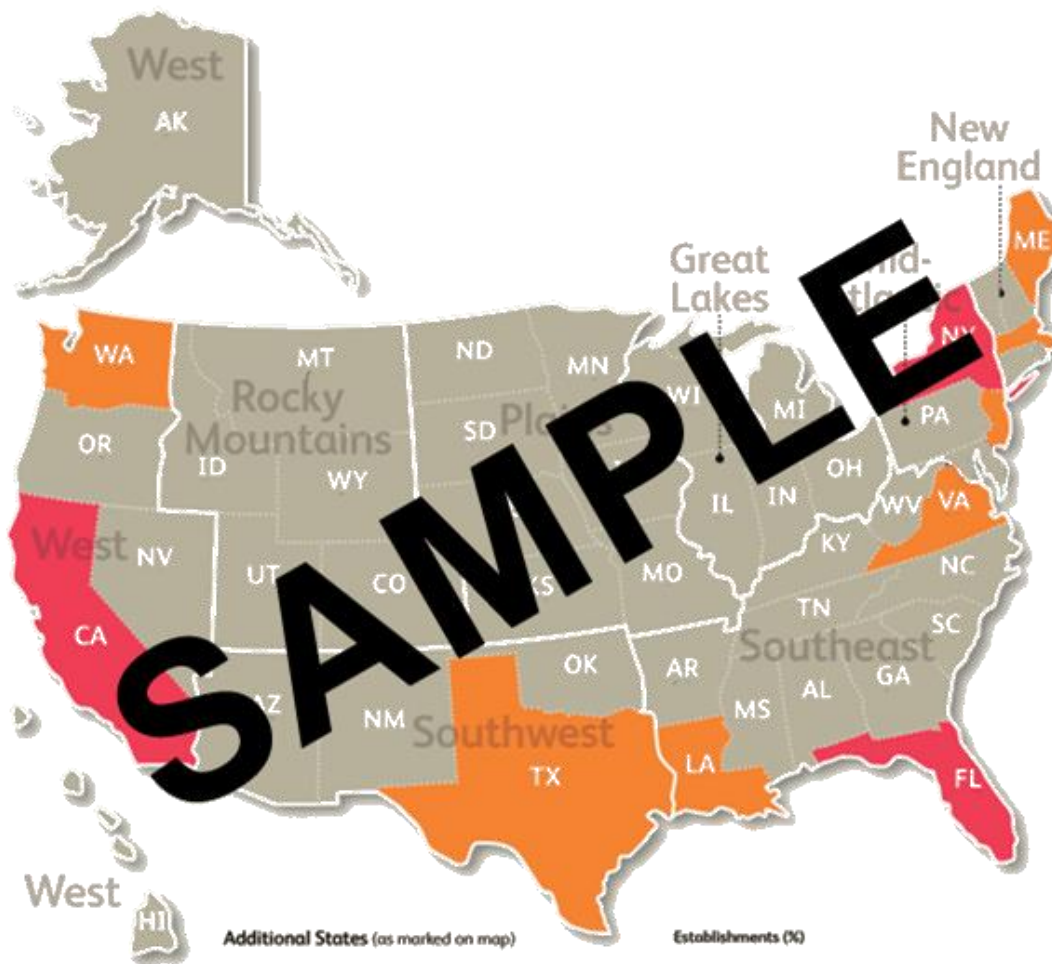
Intensive personalized sports camps

In 20XX, intensive personalized sports instruction is expected to account for XX.XX% of revenue. Over the past five years, demand for intensive personalized sports instruction has been increasing. The number of people aiming to become professional sports players has increased and intensive training from a young age is becoming more popular in achieving such goals.

This segment deals with personalized instruction and is usually conducted with one-on-one sessions. The range of skill sets varies wildly in this segment. Clients range from high school students meeting with a local coach, who conducts hourly sessions for athletes trying to improve for the upcoming seasons, to college or professional athletes meeting with an extremely qualified trainer, who breaks down the player's skill set and provides a personalized program designed to get the player to the next level. Programs may include on the field training as well as nutritional and conditioning portions. The qualifications of the staff and depth of the program can affect the price. Clients may be charged on an hourly basis or on a program basis, which may include a specified number of training programs.

In addition to high school and college players attempting to increase their skill sets through coaching, this segment also includes personal coaches who help train clients prepare for a specified task or meet a certain goal. Goals and tasks may deal with completing a certain event such as a marathon.

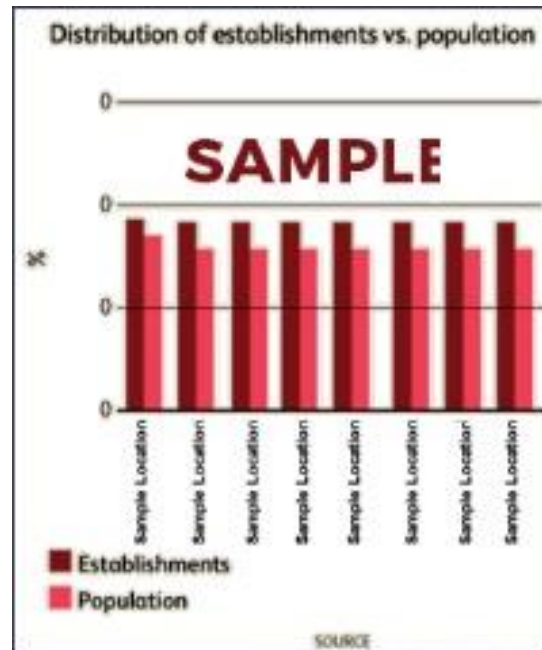
US Market Analysis Business Locations



The distribution of sports coaching largely mirrors the distribution of the overall population. Since a large portion of industry participants are nonemployers, operators compete with each other on a local level. As such, the more densely an area is populated, the larger the available pool of clients there will be, leading to more establishments being located in these regions. Examples of this include the Southeast and West, which account for XX.XX% and XX.XX% of the population, while accounting for XX.XX% and XX.XX% of the industry's establishments.

Another factor affecting establishment distribution in the industry is household income. The higher the household income, the more likely consumers will spend on discretionary purchases such as those of coaching services. The Sample region has some of the highest earning households in the country. As such, this region accounts for XX.XX% of industry establishments while only housing XX.XX% of the population. Demonstrating this point further, Sample State has the third highest median household income and, as such, houses XX.XX% of industry establishments, while accounting for just XX.XX% of the industry population.

Finally, weather has an effect on the distribution of industry establishments. For example, Sample State accounts for XX.XX% of the industries establishments. Many of the establishments in this state deal with outdoor sports, as the weather in Sample State is historically warmer over the course of the year than most other states. The warm weather is conducive to conducting outdoor sports camps, which is part of the reason industry player Sample Name and Company conducts the Sample Name Golf Academy in Sample City, Sample State. Furthermore, the Sample region is known for its skiing conditions; therefore, winter sports instructors are housed in this region. The Sample region accounts for XX.XX% of industry establishments.



Competition Analysis

Market Share Concentration in this industry is **low**

This industry has a large number of small and non-employing establishments operating solely in their local area and providing sports training in particular to young people in their local communities. Nonemploying establishments account for XX.XX% of total establishments, and almost XX% of employing establishments have fewer than XX employees.

The industry contains some operators that operate in several locations. For example, Sample Company. provides football, cheerleading and dance training at different locations in 41 states. Although each location operates separately, the brand is a large operator in sports coaching.

The largest 150 sports coaching companies account for less than XX.XX% of total establishments in the United States and the four largest operators account for less than XX.XX% of total industry revenue. There are no major players that dominate this industry. Industry concentration is therefore considered to be low.

Major Companies in the industry

Due to the fragmented and regional nature of sports coaching, no one player accounts for more than XX.XX% of the Sports Coaching industry's revenue.

Sample Academies

Estimated market share: XX.XX%

Sample Academies (SA) is a subsidiary of Sample Agency, the world's largest sports and talent marketing agency. As the largest industry operator in the United States, SA offers academies at a XXX-acre multisport and educational facility based in Sample State. SA incorporates many different sporting academies, including two private academic schools; the Sample Name Tennis Academy; the Sample Name Golf Academy; and academies in soccer, baseball, softball, basketball, swimming, fishing, sports medicine and mental conditioning.

The academy provides a range of services that include full-time academy semesters, holiday camps, summer camps and customized sessions. In addition, SA has recently worked with Sample Company to develop Sample Game with Sample Academies and Sample Name. The video game is one of the first titles to use the Wii MotionPlus Accessory, a gyroscope-based controller extension that offers instruction and feedback on golf swing and technique. The game is targeted at both gamers and sports specialists. While Sample Academies is a private company that does not make its financial data public, Source estimates that the company will earn industry-specific revenue of \$XX.XX million in 20XX.

Sample Company

Formerly known as *Sample Name*, Sample Company was founded in 20XX and markets itself as a leader in proactive health and performance, trusted by elite athletes, the military, and innovative companies worldwide. They design and deliver health and performance game plans that guide people to achieve high levels of success by leveraging world-class partners, facilities, technologies, and specialists spanning six continents. The organization currently has X,XXX team members in over XXX Sample Company sites worldwide. Over XX.X million people have trained in their facilities.

Sample Company has a particularly strong presence in football through their XX elite athlete training facilities. According to their website, XXX Sample Company - trained football athletes were selected in the 20XX NFL Draft, which equates to XX% of the total selections.

Additionally, Sample Company designs comprehensive solutions for corporate wellness, community healthcare systems, health clubs, and the military.

Sample Camps

Estimated market share: Less than XX.XX%

Sponsored by Sample Brand, Sample Camps is based out of Sample City, Sample State and hosts more than XXX,XXX youths across XXX camps per summer. Currently, the company is trying to expand its operations into Sample Country, having opened sports camps in Sample City 1 and Sample City 2. The company also pushes its overseas presence by welcoming international children to its camps across the United States and Canada. While Sample Camps' financial data is not made available to the public, Source estimates revenue to grow steadily over the five years to 20XX to \$XX.X million.

Sample Franchise

Estimated market share: Less than X.X%

Sample Name, an Olympic track and field coach, established Sample Franchise in 20XX. The company was established in Sample State but now operates as a subsidiary of Sample Media in Sample State. Sample Media, a youth media sports outlet, acquired Sample Franchise in 20XX to add a training product to its already established information, online and mobile products for youth sports. Sample Franchise provides intensive sports and fitness training to individuals aged eight years and older, regardless of their skill level.

Sample Franchise offers one-on-one and small group coaching and provides professional training to increase the strength, speed and agility of participants. While the company experienced early success, peaking at XXX establishments, increased competition has caused that number to fall to roughly XXX in 20XX. Sample Franchise is a private company and, therefore, does not make its financial information available to the public; however, Source estimates that industry-specific revenue for the company will reach \$XX.XX million in 20XX.

The XYZ's competitive advantage over the aforementioned training facilities is the comprehensive nature of the Academy's offering: education, sport performance, and sport-specific technical training. Sample Academies is the one competitor that is comparable to XYZ's offering.

Key Success Factors

Source identifies 250 Key Success Factors for a business. The most important for this industry are:

Having a good reputation: Coaches need to have a good reputation in order to attract students.

Offering seasonal sports coaching: Sports coaches that offer sports camps generally operate between Month and Month each year, which is when students have time off school and are able to commit to prolonged periods of training.

Easy access for sports students: Just over half of the training offered by this industry is provided for recreational purposes, and establishments will benefit from being easily accessible to those needing training and coaching.

Access to sports volunteers: Many sports coaches, particularly non-profit organizations, can benefit from volunteers helping with the activities.

Ability to attract local support/patronage: Sports coaches, particularly those providing general sports training for children, benefit from establishing strong support from local communities.

Ability to raise earning from additional sporting sources: Sports coaching operators will benefit from attracting additional revenue from sponsorships and related commercial sporting agreements.

Rent and marketing

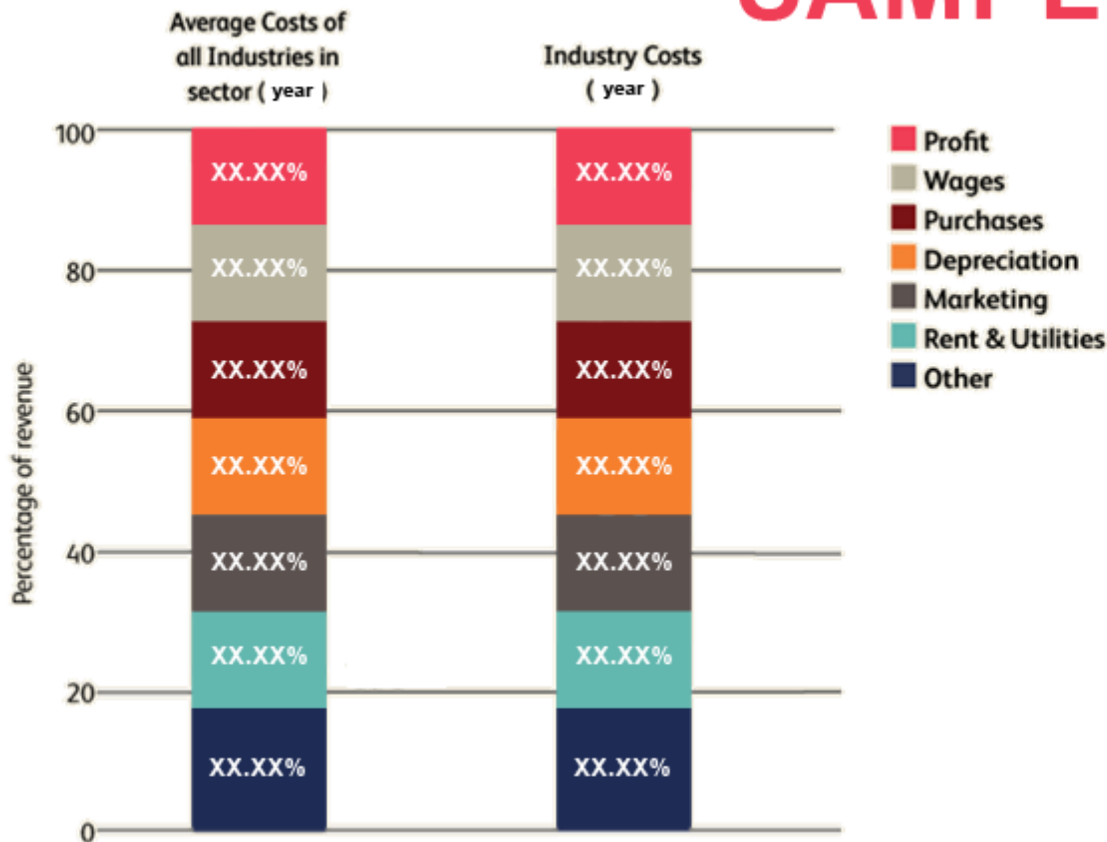
In 20XX, Source expects rent and utilities expense for the average industry participant to be XX.XX%. Non-employers that sometimes make use of public facilities incur very little rent expense. However, participants in the industry that own large sports complexes and indoor facilities incur significant rent expenses. Franchises and academies that employ full-time staff, need a place to house their employees as well as state of the art facilities to attract new clients. Marketing costs are expected to be low, representing XX.XX% of revenue in 20XX according to Sources estimates. Nonemployers in the industry may rely on word of mouth recommendations, while larger industry participants may participate in a planned-out advertising campaigns that may involve sponsorship of sports teams or even television advertisements.

Other costs

Other costs include administrative and insurance costs. In 20XX, Source expects other costs to account for XX.XX% of revenue.

Sector vs. Industry Costs

SAMPLE



SOURCE:

Basis of Competition

Competition in this industry is **medium** and the trend is **increasing** definition

For the most part competition among sports coaches occurs on a local basis as most students are unlikely to travel long distances to receive instruction. However, for a small number of establishments offering training to elite athletes this is less likely to be the case. There is some competition between operators offering coaching services for different sports. However, the majority of competition between coaching facilities occurs between those offering coaching and instruction services in the same types of sports and can be on the basis of price, quality, qualification, reputation and flexibility.

Price is a key point of competition as different establishments set their own instruction fees and compete for students within their local area. However, prices vary according to the different types of training provided and a range of different options can be offered, from one-hour sessions to six-week residential camps. The price of tuition also depends on whether training is provided on a one-on-one basis or in a large group.

For elite and aspiring athletes, the quality of sports training is very important. This includes both the skills and abilities of the coaching staff and the quality of the facilities. Elite athletes will receive instruction relating to on the field issues, along with off the field matters, such as nutrition and conditioning. Students

participating in programs for recreational purposes will not find this so critical. Nevertheless, the ability of sports coaches to provide a safe learning environment and to minimize the chance of injuries will be important to potential students.

The accreditation of coaches and training staff will give an edge over the competition. A large proportion of the people who use sports coaching services are children and young adults who are enrolled by their parents (for example in sports camps and recreational training). Parents will want to be assured that their children are being properly instructed by qualified and accredited staff. The reputation of the sports coaches for providing a safe and secure training environment is also very important and aspiring athletes will seek training facilities with a reputation for successfully coaching professional athletes to achieve peak potential.

As a large proportion of students undertake training for recreational purposes, the flexibility of training is important both in terms of the types of training provided and the timing of training sessions. Training sessions must generally fit in with other commitments such as school and work.

Barriers to Entry

Barriers to entry in this industry are **low** and are **steady**

The majority of sports coaching facilities provide training to young people for recreational purposes. Therefore, capital costs are low as the facilities and major equipment used in coaching can essentially be hired as they are needed. Low barriers to entry into this segment are responsible for the high proportion of nonemployers (i.e. businesses with no paid employees) in the industry, comprising XX.XX% of establishments.

Operators specializing in providing training to exceptional, amateur, and professional athletes have *much higher initial and capital costs*, and therefore higher barriers to entry. These sports coaches need to possess a range of high-tech equipment such as electronic timing systems and performance monitoring and analysis systems. For example, Sample Franchise states that the minimum cost of establishing one of their franchises is \$XXX,XXX,XXX and can cost as much as \$XXX,XXX,XXX

For sports coaches that cater to professional athletes, reputation is extremely important for attracting students. For others focused on training young students, a reputation for providing a safe, secure and positive environment is important for parents seeking to enroll their children in a sports training program.

New establishments in this industry may benefit from establishing links with local sporting competitions and relevant sports governing bodies. It may also be beneficial to have professional athletes (past or present) associated with their business as part of the coaching staff or offering one-off information sessions with students. This will help to boost credibility in the business as students and parents have a basis of comparison to other facilities and can gain an insight into what the business has to offer. Such endorsement also provides students with a vision of how successful they could become in utilizing the facilities associated with such stars.

Barriers to Entry checklist	
Competition	Medium
Concentration	Low
Life Cycle Stage	Mature
Capital Intensity	Low
Technology Change	Medium
Regulation & Policy	Light
Industry Assistance	Low

Industry Globalization

Globalization in this industry is **low** and the trend is **steady**

There is a low level of globalization in this industry. Major player IMG Academies is owned domestically, as are the majority of the other sports coaching companies in the industry. Some players operate internationally, most commonly in Canada, however the United States is the main market for these companies.

Although some of the larger establishments in this industry cater for international students, this trend is limited and is not expected to spread in the next five years.

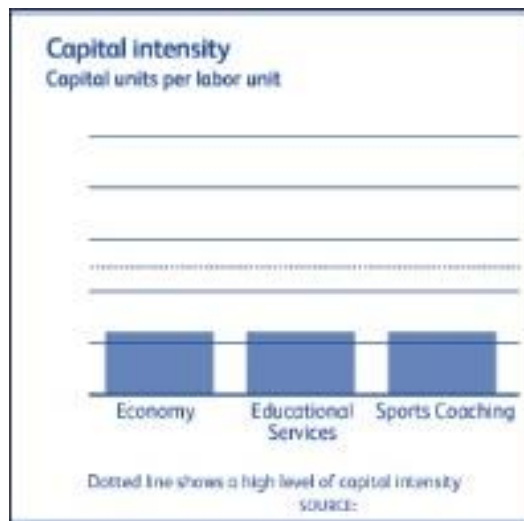
Operating Conditions

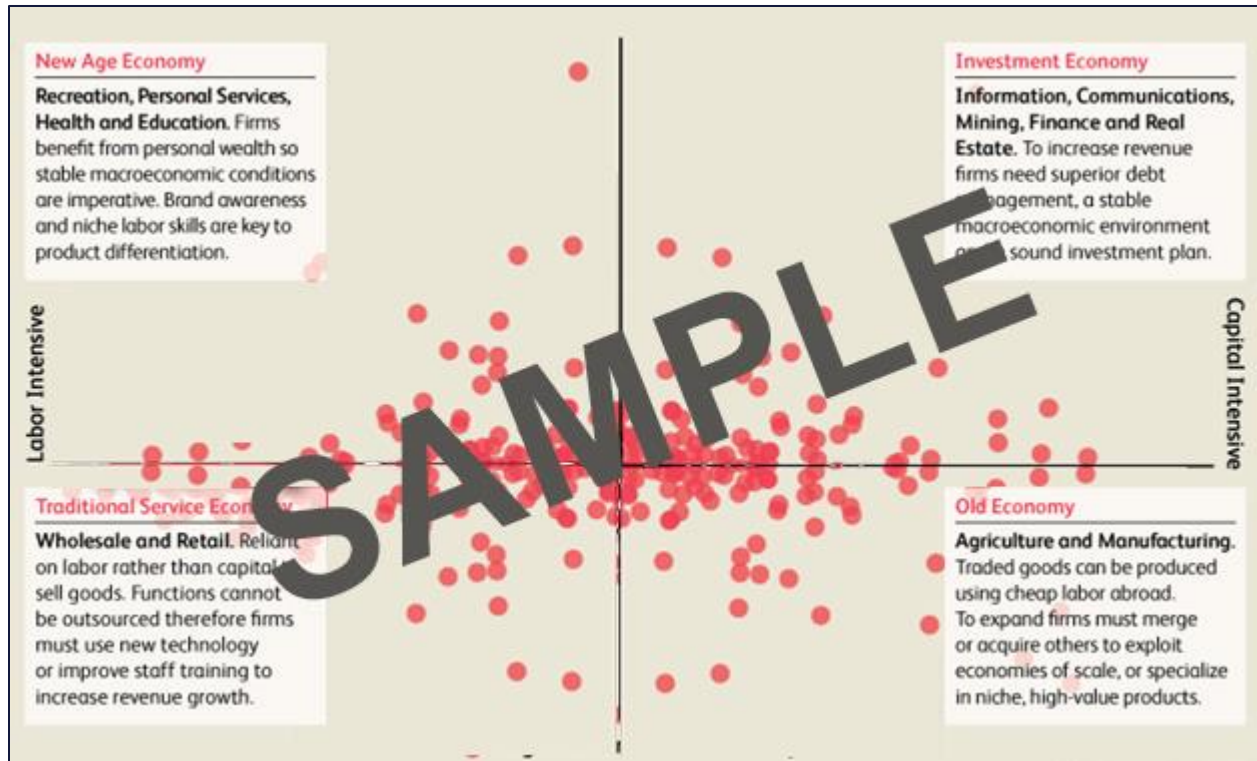
Capital Intensity

The level of capital intensity is **low in comparison to any potential competition.**

As is generally the case for industries in the instruction sector, wages and salaries account for a high proportion of sports coaching revenue. Training is predominantly delivered to small groups, or even individuals, which results in high labor costs. This industry also benefits from volunteer labor which is not reflected in the stated labor costs. This is particularly the case for sports camps and youth sports groups, where parents often volunteer their time to help.

The level of capital required by industry operators varies depending on the establishment's target market. Institutions that provide intensive training programs to amateur and professional athletes generally have higher capital costs (see Cost Structure section). However, the majority of establishments provide sports instruction to young people for recreational purposes with much lower capital costs. Sports camps in particular have lower capital costs as they can hire equipment and facilities on an as-needs basis. In 20XX, Source expects the average industry participant to spend \$XX.XX in capital investment, for every dollar spent on labor; corresponding to a low level of capital intensity. This number is down slightly from 20XX, as industry operators' investments in advanced technology have led to fewer intermittent costs and longer-term equipment usage. An example of this technology is Sample Academies use of Sample Accessory, which offers clients feedback on their golf swings.

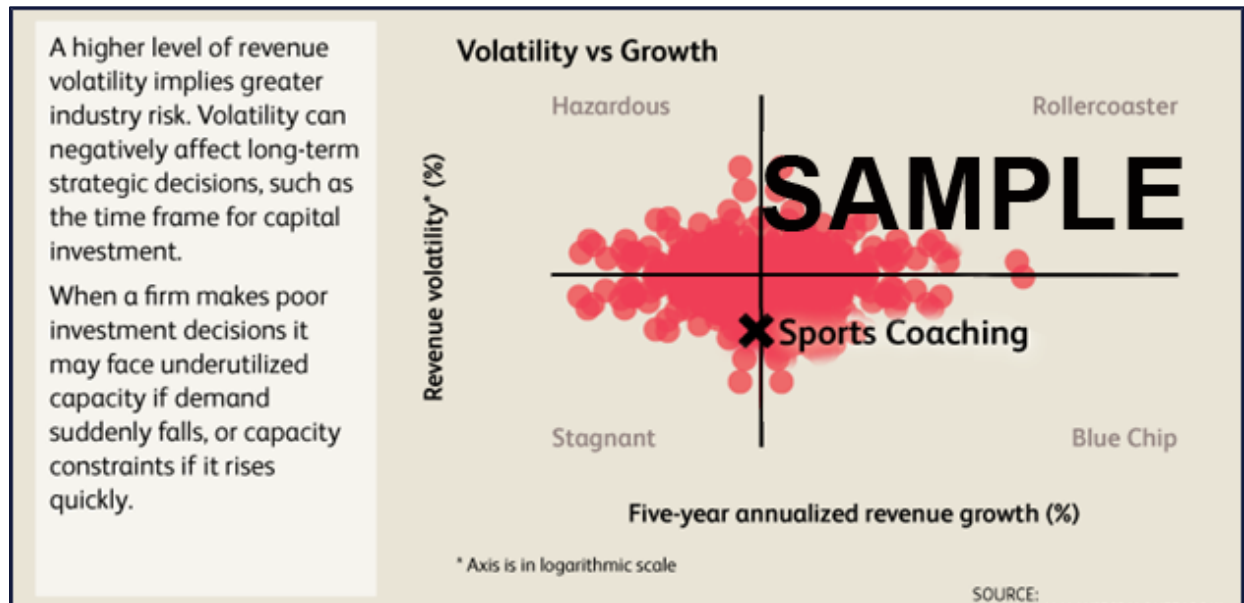




Revenue volatility

The Sports Coaching Industry exhibits a relatively low level of revenue volatility. A rise in sports participation rates, coupled with an increase in disposable income benefited industry participants. The general population has increasingly been participating in sports increasing demand for recreational camps. In addition, with the cost of college rising, parents are investing in sports instruction for their children in an attempt to acquire scholarships from sports. Further, as sports coaching is a discretionary purchase, the industry benefits from rising consumer incomes. Over the five years to 20XX, industry revenue grew as much as XX.XX% as the percentage of the population participating in sports increased XX.XX%. Over 20XX, however, revenue contracted XX.XX% as sports participation declined. On average, revenue fluctuated XX.XX% from year to year in the period.

Over the next five years, revenue volatility is expected to be low. The economy will continue to recover, leaving consumers with more disposable income, effectively increasing demand for sports coaching. Further supporting revenue stability in the industry, the public's interest in sports is expected to grow, leading to higher numbers of individuals participating in sports, increasing the pool of available work for industry participants.



Marketing Strategy

The XYZ will engage the services of a third-party marketing firm to effectively handle specific areas of the business. A core focus of the Academy will be to leverage the independent study component of their programs as this is a strong competitive advantage to other players in the industry.

The strategy will consist of a combination of traditional print advertising, face-to-face interaction, and various online approaches to NFL Agents, North American football teams, amongst others. The marketing channels will be as follows:

Online/Electronic/Social

- *Website creation* – samplewebsite.com will be the official website of the Academy. It will contain a comprehensive descriptive list of all XYZ programs on offer to prospective athletes.
- *Social Media outlets* such as Facebook, Twitter and Instagram will be the #1 driver for awareness and lead generation. Although a parent making the investment in their child's education will require campus visitation the initial marketing information can be mined through specific social media channels. Every facet of our business will be social marketed differently with the emphasis on initial direction being the education and NFL Combine/Pro Day programs.
- *Email blasts* – Potential athlete emails will be gathered by capture through the website as well as via incoming athletes training at the Academy. Emails will be maintained by the administrative staff and Email blasts will be used to communicate and promote existing and potentially new programs prospective athletes.
- *Internet searches* – The XYZ will promote its website primarily by conducting search engine optimization campaigns focused on search terms such as “school and football training,” “football training,” “NFL training,” “summer football camp,” among others.
- *Message boards* – The Academy will further drive traffic to its website by running ads on relevant sports and football message boards.
- *Blogs*: XYZ corporately as well as individual coached will have blogs designed to engage clients and stimulate XYZ social chat.

Person to Person

- *Direct Contact* - Depending on the business area XYZ will have access to private emails/contact information for prospects (NFL Agents, NCAA Schools, etc.). Sales staff on the athlete performance/coaching/education side will contact these prospects directly with a portion of their daily time.
- *Sample sponsorships* – There are numerous football fan fest events throughout the country each year. XYZ will selectively participate in those that may have a high potential for new athlete capture.
- *Word of mouth* – Word of mouth and referral-based marketing can be the most effective while also being the least expensive. XYZ staff will encourage athletes to “spread the word” about all of the Academy’s programs and strengths to their friends and family.

Key Management

One of the most critical elements of success in this industry is the quality and experience of the staff. The XYZ will be led by a best-in-breed staff with world-class knowledge and expertise in their respective fields.

The Senior Staff Team is as follows:

John Doe – CEO



John Doe has extensive football-specific experience through coach, coordinator, and general manager roles in the U.S. and Canada for over XX years. In 20XX, he launched the John Doe School of Football where he developed a year-round football school catering to 175 students and, in which, 13 players excelled to play professional football. Most recently, his effective skills as General Manager of the Sample Football Club enabled him to lead a last place organization to the Sample Cup Championship in only 3 years.

Mr. John Doe’s unparalleled resume illustrates his unique qualifications to lead the Academy.

His previous experience is as follows:

- 20XX-20XX Position, Company, Location
- 20XX-20XX Position, Company, Location
- 20XX-20XX Position, Company, Location
- 20XX-20XX Position, Company, Location
- 20XX-20XX Position, Company, Location
- 20XX Position, Company, Location
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- 20XX Position, Company, Location
- 20XX-20XX Position, Company, Location
- 20XX Position, Company, Location
- 20XX-20XX Position, Company, Location
- 20XX Position, Company, Location
- 20XX-20XX Position, Company, Location

- 20XX-20XX Position, Company, Location
- 20XX Position, Company, Location

At the Academy, his role will be to oversee:

- technical football curriculum, scheduling, coaching management
- NFL technical football preparatory curriculum
- coaching certification
- NFL Interaction, and intern placement

Mr. John Doe's vast industry experience will enable him be the cornerstone in leading the XYZ to great success.

John Doe 2 – CTO and Director of Performance



A sporting career that included high level track and field, professional level rugby and national team bobsleigh allowed John Doe 2 access to a diverse and distinguished range of elite performance coaches and mentors. The challenges faced solving the complex and evolving problems of his own performance needs, led to an obsession with strength and conditioning development and sports science practice.

At only XX years of age John Doe 2 became Head of Strength and Conditioning at one of Europe's premier rugby teams. Over the last twenty plus years John Doe 2 has continued to add to his repertoire by working with some of the world's best athletes in a range of different sports. Coaching Olympic and World medalists in a variety of events and acting as Head of Strength and Conditioning for two of Sample Country's most successful national teams.

John Doe 2's passion for explosive acceleration, agility and injury prevention has led him to pursue a doctorate from the prestigious Sample University. He is currently in the process of publishing academic review papers that are expected to be highly impactful in the dynamic sports world. Several other researchers are already following up on this work.

As Performance Director for the Sample Brand he has developed a culture of excellence while developing a team of over 30 coaches. Research, development and individual expertise are all driven by a strong team ethic and desire to be the best as individuals and as a team. A collective obsession with sports performance and understanding of the remarkable potential for athlete improvement empowered by elite performance coaching.

He has served as the Head of Strength and Conditioning for the National Sample Country Women's Rugby Team (2009-2010), Sample Country (bobsleigh) (20XX-20XX), Sample Rugby Football Club in the English Premiership (20XX-20XX).

Mr. John Doe 2's personal sports accolades include:

- 20XX-20XX Position, Company, Location
- 20XX-20XX Position, Company, Location
- 20XX-20XX Position, Company, Location

He is currently pursuing a professional doctorate in Elite Performance from the Sample University, under Professor Doe and the Sample Institute.

At the Academy, he will be responsible for all:

- Athlete Performance technical curriculum
- Coach development (current and expansion)

John Doe 3 – COO



With a diverse professional background, Mr. John Doe 3 brings a strong and unique skill set to the Academy in his role as COO. He possesses over 30 years of marketing and sales management experience in industries ranging from sports, such as mixed martial arts cage gear manufacturing and importation, to energy, such as natural gas sales and distribution. Mr. John Doe 3 is a specialist in target marketing, event marketing, and network television negotiations.

From 20XX to 20XX, he served as the CEO for the Sample Inc. where he successfully negotiated the first ever nationally televised contract for combat sports through Sample Network.

From 20XX to 20XX, Mr. John Doe 3 was the President and Managing Partner of Sample Inc., Sample Company and Sample Company. During his tenures, he designed, developed, and managed the first public Olympic-level training facility for performance athletes in Sample Country. Additionally, Mr. John Doe 3 developed and implemented effective sales and marketing strategies and successfully negotiated strategic partnerships with sponsors and joint venture partners.

Mr. John Doe 3's notable sports accomplishments include:

- 20XX - 20XX Position, Company, Location
- 20XX Position, Company, Location
- 20XX - 20XX Position, Company, Location

At the Academy, he will be responsible for all:

- operational management
- all contract negotiations, facility/licensing/sponsorship/partnerships
- expansion management
- NFL agent management, and Combine sales

Senior Staff and Personnel

To augment the Academy's strong management team will be the senior staff and personnel.

John Doe 4 – Business Development



With over XX years of exceptionally successful and diverse business development experience, Mr. John Doe 4 has lead innovative and complicated business development projects from inception through every phase of their development. Business development projects include his own personal real estate subdivisions, commercial shopping centers, condominium developments, multiple restaurant developments, mini storage center, and a number of business development consulting assignments in real estate, food service and the health care industry.

Using analytical, strategic and problem-solving skills, Mr. John Doe 3 has built and motivated successful development teams with the ability to develop solutions into profitable results.

John Doe 5 – Clinical Psychologist, Combine Training Program



John Doe 5, a clinical psychologist, is the founder and CEO of Sample Company, a three-time winner of Sample Award (fastest growing companies in Sample Country), one of Sample Country's Best Managed Companies since 20XX, Sample Company Entrepreneur of The Year 20XX (Sample Region, Health), and Sample Country's 10 Most Admired Corporate Cultures (20XX).

Dr. John Doe 5 is the author of numerous best-selling books on emotional intelligence ("E.I.") and is passionate about identifying avenues to integrate E.I. skills into sports and other components of everyday life.

A leading expert on psychological assessment and emotional intelligence, he has consulted to military and government agencies as well as numerous reality tv shows.

Dr. John Doe 5 is a past Chairperson of the Psychology Foundation of Sample Country. He is a former assistant professor in the psychiatry department at the University of Sample City and former adjunct professor of psychology at Sample University in Sample City. He is also a past President of the Sample Province Psychological Association and a Fellow of the Sample Country Psychological Association.

Dr. John Doe 5 has appeared on over 100 TV and Radio shows throughout Sample Country and the United States, including Sample TV Show, Sample TV Show, Sample TV Show, and Sample Radio Show. He has also been quoted in numerous newspapers and magazines including Sample Magazine, Sample Magazine, Sample Magazine, Sample Newspaper, Sample Newspaper, and Sample Newspaper.

John Doe 6 – VP Education Integration



As the Educational Specialist Program Expansion Coordinator, John Doe 6 has devoted his career to supporting families and students of all ages as they identify, pursue, and achieve their dreams. During this time, he has maintained an unwavering commitment to diversity and inclusion. His relationships within sport and academic communities is extensive having spent XX years recruiting, retaining, coaching and mentoring student athletes. His work at every level of the NCAA (D-I, D-IAA, D-II, and D-III) in addition his years in the professional

ranks empower him to serve as a unique resource for students and families as they pursue their passions and interests.

The Academy's programs provide each student with wide range of educational options that can be tailored to the specific needs of an individual learner and their support group. This personalized approach allows the educational experience to be intimate in scale yet infinite in scope.

Mr. John Doe 6 earned a BA from Sample College, a MA from Sample University, and through the Sample City 1 County Office of Education completed preparation as a Highly Qualified Teacher (HQT) in accordance with the Elementary and Secondary Education Act (ESEA). In addition, he has completed coursework at Sample University and the Sample Academy.

Jane Doe – Academic Coordinator



Jane Doe brings her strong record of accomplishment to the XYZ as the Academic Coordinator. Mrs. Jane Doe esteemed credentials include having graduated Summa Cum Laude, obtaining the highest GPA in the English department's graduating class, receiving the Sample Textbook scholarship, and receiving the Student of the Semester award all from Sample University in 20XX. She continued her academic achievements in her graduate studies at Sample University where she was the recipient of the following accolades:

- Sample Fellowship in English, 20XX
- Sample Fellowship in English, 20XX
- Sample Fellowship in English, 20XX
- Sample Award, 20XX
- Won first place at the Sample Event, 20XX

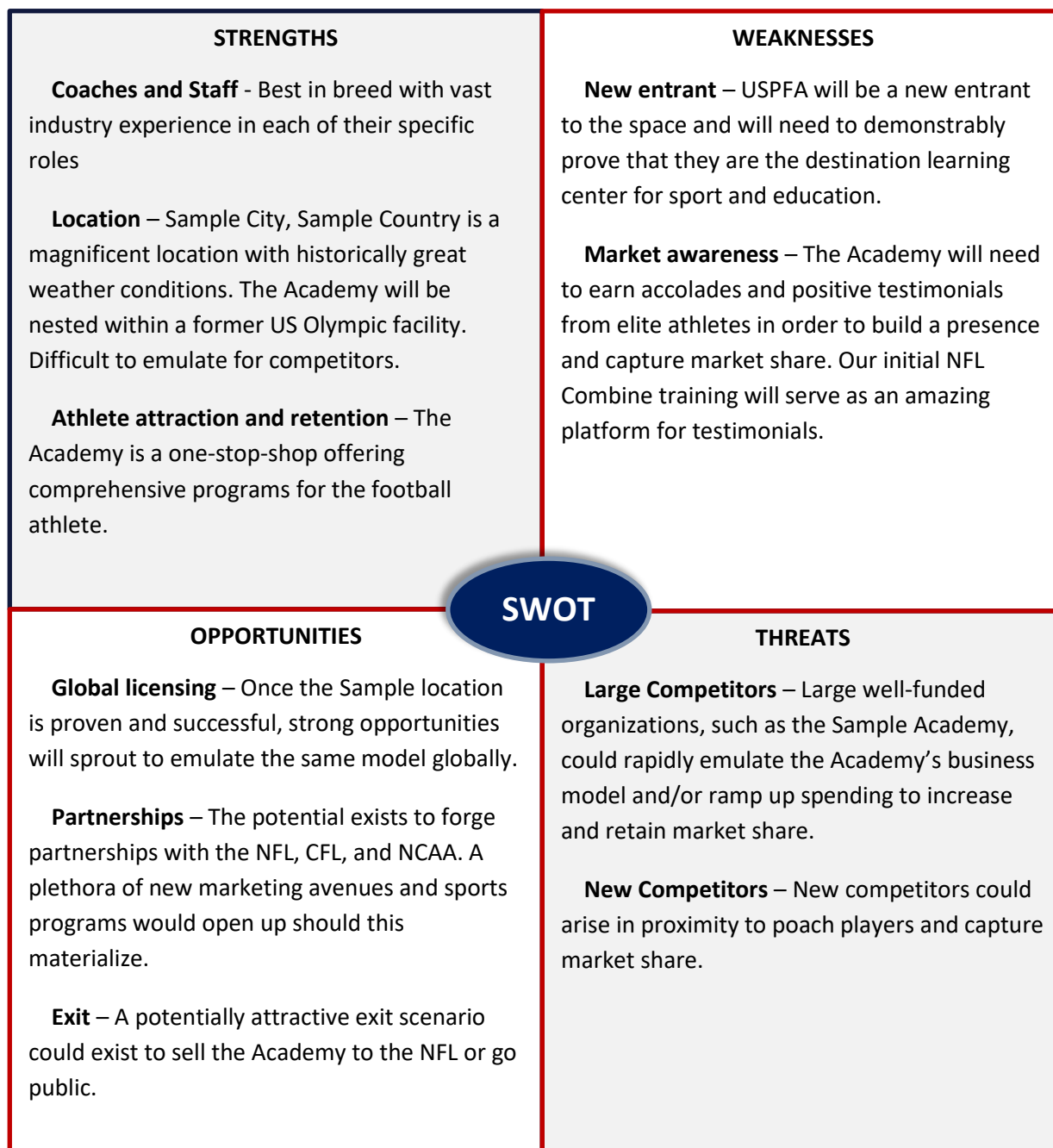
From 20XX to present day, Ms. Jane Doe has served in instructor and teacher roles at the Sample College, Sample University, Sample Company.

Ms. Jane Doe will be a tremendous addition to the XYZ education team.



SWOT Analysis

The Academy's SWOT Analysis may be summarized as follows:



Key Assumptions

Financial projections for the XYZ are driven in large part by key assumptions as shown below:

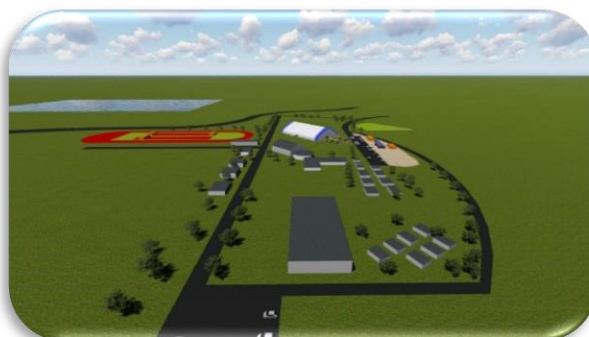
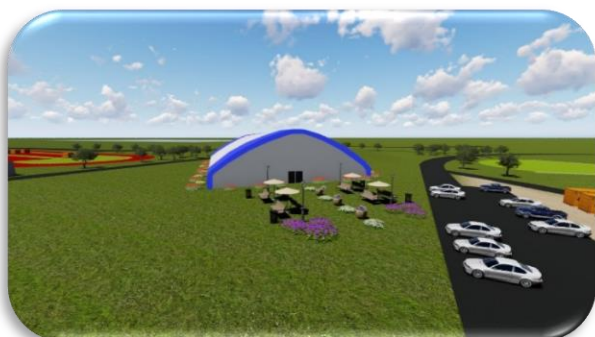
Sales growth rate (including attrition)	XX.XX%
Inflation	XX.XX%
Total capital raise	\$XXX million in layered hybrid financing
Interest rate	XX.XX%
Contingency	XX.XX%

Capital Deployment and Deal Description

The total amount of capital to be raised is \$XXX.X million and will be drawn down over the first year of operations towards the following capital and operational expenditures:

Scope	Amount
Building	\$XXX,XXX,XXX
Sport Equipment	\$XXX,XXX,XXX
Computers	\$XXX,XXX,XXX
Furniture	\$XXX,XXX,XXX
Video Equipment	\$XXX,XXX,XXX
Architectural Cost	\$XXX,XXX,XXX
CanPro Academy Purchase	\$XXX,XXX,XXX
Contingency	\$XXX,XXX,XXX
Operating expenses	\$XXX,XXX,XXX
TOTAL	\$XXX,XXX,XXX

A \$XXX,XXX,XXX investment earns incoming investors a XX.XX% preferred equity stake in XYZ Company. Initial investment maturity date shall be Month XX, 20XX. Interest only payments will commence Month 20XX and principal payments can be made any time at the discretion of XYZ. Academy owners reserve the right to pay down principal prior to the maturity date which will, in effect, reduce the amount of interest payable to the investors.



Sales and Operating Expenditures Forecast

The following are tables of projected sales and operating expenditures over the 5-year term:

Sales	20XX	20XX	20XX	20XX	20XX
School (Boarding)	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
School (Commuting)	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Combine	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Training Camps	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
NFL Prep.	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Summer Camps	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Dev. Programs	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX

OPEX	20XX	20XX	20XX	20XX	20XX
Insurance	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Health Insurance (Staff)	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Accounting	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Legal	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Phone	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Staff Phones	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Immigration	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Marketing	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Travel	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Rooms	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Salaries	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Payroll tax	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Depreciation	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Interest	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX



Pro Forma Projections

The assumptions, sales forecast, and operating expenditures have all been modeled **conservatively**. The projections produce solid cash flows throughout the term with sufficient buffer to handle the interest on the principal plus the full repayment of principal by the end of year 5.

Net margin starts off at a robust XX.XX% in year 1, then dips to XX.XX% as full staff is on-boarded, and steadily increases to XX.XX% as the Academy becomes well-known in the market and industry; hence increasing sales a reasonable XX% year on year.

Depreciation has been modeled at XX% which is reasonable for the capital items shown in the capital deployment section above.

A contingency of XX% on capital items has been applied in the event of unforeseen occurrences. It is important to note that a full quotation (inclusive of engineering) from Sample Company for the Academy indoor facility has already been provided which could lessen the potential for a relatively large standard of error, thus reducing the usage of the contingency.

The majority of operating expenses increase at the rate of projected inflation, XX% year on year.

P&L	20XX	20XX	20XX	20XX	20XX
Total Revenue	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Operating expenses	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
EBITDA	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Depreciation	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
EBIT	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Interest	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
EBT	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Net Profit	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Net margin	XX.XX%	XX.XX%	XX.XX%	XX.XX%	XX.XX%

Cash Flows	20XX	20XX	20XX	20XX	20XX
<i>CF Operations</i>					
EBIT	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
- interest	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
add back depreciation	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
TOTAL CF OPERATIONS	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
<i>CF Investing</i>					
Building	\$XXX,XXX,XXX				
Sports Equipment	\$XXX,XXX,XXX				
Computers	\$XXX,XXX,XXX				
Furniture	\$XXX,XXX,XXX				
Video Equip.	\$XXX,XXX,XXX				
Architectural Cost	\$XXX,XXX,XXX				
CanAm Academy	\$XXX,XXX,XXX				
Contingency	\$XXX,XXX,XXX				
TOTAL CF INVESTING	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
<i>CF Financing</i>					
Equity					
Loan injection	\$XXX,XXX,XXX				
Loan repaid					\$XXX,XXX,XXX
TOTAL CF FINANCING	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Net Cash Flows	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Opening Balance	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX
Closing Balance	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX	\$XXX,XXX,XXX