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**Master of Business Administration**

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Course Location: NCMC

Submission Date: *4/6/ 2023*

Capstone Project Title:

***ELITE STARS ACADEMY***

**CERTIFICATE OF AUTHORSHIP:**

I certify that I am the author of this paper and that any assistance I receive in its preparation is fully acknowledged and disclosed in this paper. I have also cited any sources from which I used data, ideas, or works, either quoted directly or paraphrased. I also certify that this paper was prepared by me specifically for this course.

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**X**

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ELITE STARS ACADEMY

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A Capstone Research Project

Submitted in partial fulfillment

of the requirements for the degree

Master in Business Administration

School of Business and Leadership

Alliance University

3/8/2023

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### **Executive summary**

The executive summary in the business plan is always the first section after the table of contents and title page. It is a brief yet comprehensive summary of the overall business plan. Typically, the executive summary will be one to two pages and will include such items as a summary description of the concept and business; opportunity and strategy; target market, profit margins, and projections; competitive advantages; team; and funding requirements (Timmons & Spinelli, 2012). As with all types of research, this initial section should set the stage for the subsequent detailed sections of the entire study (business plan).

Although there are many forms and iterations for presenting business plans, the Capstone project business plan will be prepared in the model format presented by Timmons & Spinelli (2012, p. 256-266). This primer is based on that model and is intended to provide an overview of the required sections. Specific details for each of these sections are further defined in that text. The ability to perform the necessary research, analytics, and evaluation is presented throughout the master's journey in the various core and concentration course offerings. Additionally, three seminars are conducted to assist in the development of the Capstone project proposal, as well as the project itself. Fundamental research methods are presented in a separate course offering which will also assist in developing the proposal and ultimate project.

### **Mission, vision, and core values**

Elite Stars Academy(E.S.A) is a sporting organization that will be established in Jamaica. The Academy operation is a year-round basketball program conceptualized to provide an avenue for learning & growth, skill development, training, talent prediction /acquisition, and placement. The academy seeks to enroll children as early as ten (10) years old and onwards to the professional level. It is my opinion that introducing the sport at this age will fuel the love and passion garnered by many. As they grow, the aim is to gradually mold children into disciplined athletes, driven with commitment and dedication as they continue to pursue training and development processes within the academy.

There will be facilities provided that will be tailored to meet the specific needs of each participant/player who wishes to pursue, learn, and grow further in training by extension transition into becoming professional basketball athletes. The ultimate goal is to create opportunities for aspiring basketball professionals in pursuit of excellence engaging players in high-level training and coaching experience.

#### **Mission statement**

Transforming lives by mentoring and engaging youngsters in the game of basketball. We teach, identify, and develop talents locally for worldwide basketball experience.

#### **Vision**

Our vision is to be the leading Basketball Academy in Jamaica. Players will be able to see the improvement in their craft and consistently strive for excellence. The strength of our players' skill sets will gain the attention of high-level pro basketball players and coaches around the world. This attention attracts international competition for them to showcase their talents in

front of potential mentors and investors. As our players dominate the basketball world, Elite Stars Academy will shine the spotlight on all the talent that resides in Jamaica.

### **Core values**

Core values shape players into who they are as a person. These values guide the ESA family to determine what is truly important to players and staff that inspire us to strive for greatness. My experiences during my basketball career, adolescent years, and personal development helped to shape each of these three core values.

#### ***Commitment***

We choose to strive for progress each day. We are committed to pushing our players to the limit and unleashing their full potential. Our trainers and coaches commit to showing up and providing our youth with the support they need.

#### ***Hard work/ effort***

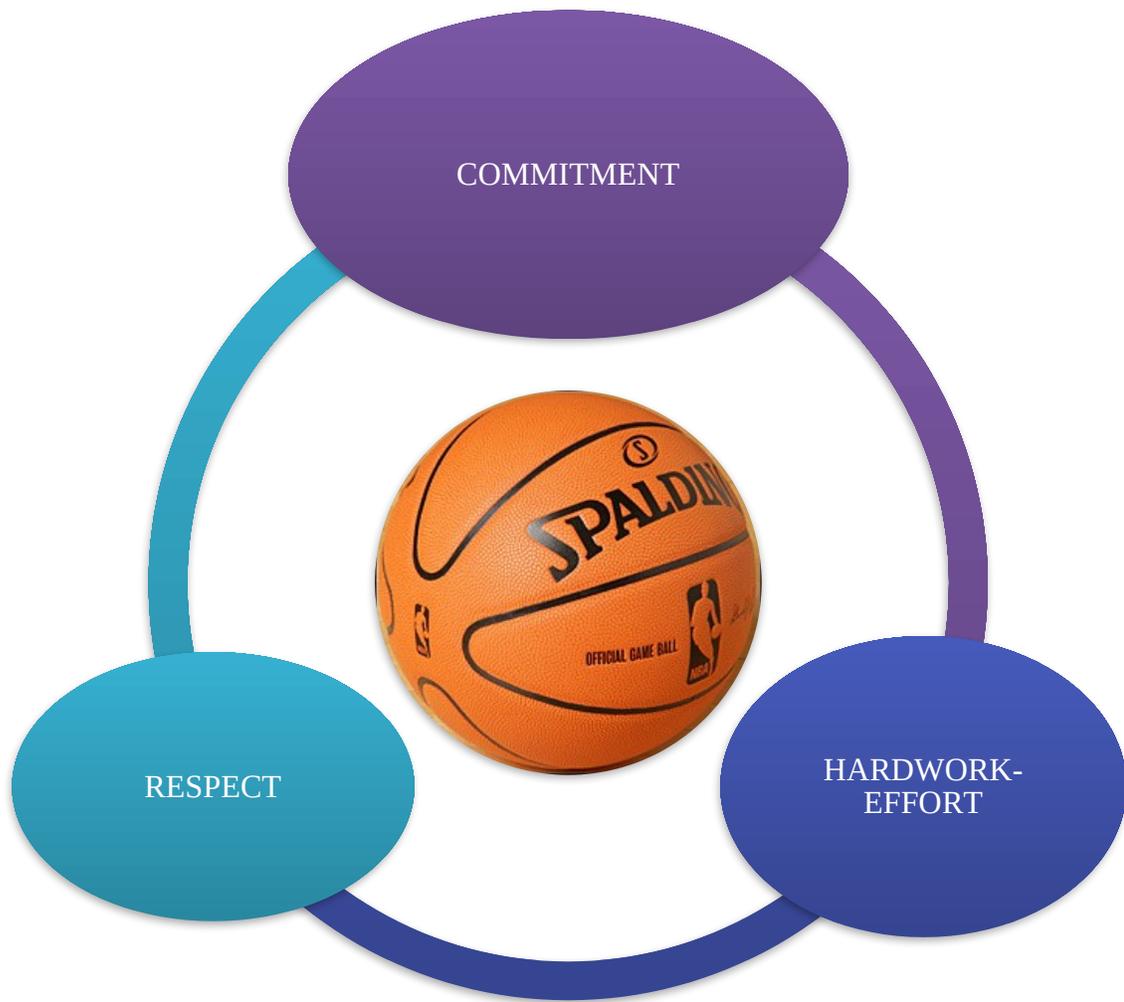
The Founder has put thousands of hours of hard work into refining his basketball skills over the years. To thrive in basketball, He has had to put significant effort into my training and his coursework. This is the type of energy all members of Elite Stars Academy will embody.

#### ***Respect***

We all come from different backgrounds and share different views, but that isn't a reason to be disrespectful. It is important that we understand each other's differences and still honor what makes us unique.

**Figure 1**

*Elite stars academy's core value figure*



### **Industry description**

Elite Stars Academy will operate in the Sporting Industry in Jamaica. The sporting industry encompasses sports, recreation (leisure), and entertainment activities. Sports is considered an exponential business in Jamaica; however, opportunities need to be capitalized on to boost its branding. The Elite Star Academy will focus on Basketball development throughout Jamaica as we aim to promote and grow the sport year-round. The sports industry is significant, with a strong tradition in track and field, particularly in sprint events. Jamaica is also known for producing top-level athletes in sports such as football (soccer), basketball, and cricket. Additionally, the country has a thriving amateur sports scene and numerous professional athletes, as well as world-class sports facilities and events that attract significant attention and investment. The exact size of the sports industry in Jamaica is difficult to determine, but it is considered to be an important contributor to the country's economy. However, it is widely recognized as being an important part of the country's economy, generating significant revenue through tourism, merchandise sales, broadcast rights, and other sources.

Jamaica is particularly well known for its success in track and field, with the Jamaica Athletics Administrative Association (JAAA) being one of the most influential governing bodies in the sport. Jamaica has produced numerous world-class sprinters, including Usain Bolt, who is widely considered one of the greatest sprinters of all time.

The Jamaica Football Federation (JFF) is also active in promoting and developing the sport in the country, with Jamaica having a strong tradition in the sport at both the amateur and professional levels. Additionally, Jamaica has several world-class sports facilities, such

as the National Stadium in Kingston, which host major events and attract large numbers of tourists to the country. The basketball academy will be located in the capital city of Kingston, which hosts Twenty-five (25%) of Jamaica's two million, eight hundred and ninety thousand (2,890,000) population. The ESA will be in partnership with the main stakeholder The University of the West Indies (UWI) Mona campus which would facilitate the ESA's uses of their facilities for our operations. The academy will be of kind in operation in Jamaica establishing a clear competitive advantage by its core operation and the uniqueness of the services /programs offered to academy participants.

According to a report by the "World Bank", Jamaica's tourism industry is expected to grow, providing further opportunities for the development of the sports industry. The report states that "Jamaica's tourism sector is projected to continue its positive trajectory, driven by growth in stopover arrivals, higher average spending per visitor, and a continued focus on high-value tourism."

Furthermore, the Jamaican government has also expressed its commitment to developing the sports industry. The Ministry of Culture, Gender, Entertainment, and Sport has developed a National Sports Policy aimed at promoting the growth and development of sports in the country. In conclusion, the sports industry in Jamaica has substantial growth potential driven by factors such as the country's rich athletic tradition, the growth of the tourism industry, and the government's commitment to promoting the development of sports.

### **Pest analysis**

Pest analysis is essentially a method for classifying the powers of Political, Economic, Social, and Technological forces as environmental impacts. The analysis looks at the effects of each of these explanations on the industry

***Political factor***

Political factors are the variables that directly affect business operations. The government and the political situation of a country are critical to analyze while doing business. Some political factors are importation policies, tax laws governing the sporting Industry in Jamaica, and currency risk exposure with investment.

***Economic factors***

These factors are determinants of an economy's performance that directly impacts a company and have resonating long-term effects. Our economic factors are contributing to Jamaica's Gross Domestic Product (GDP) through the hosting of basketball leagues and reduction in unemployment as the academy will seek to employ locals in capacities such as trainers, coaches, and administration staff, etc and an increase in interest rate by a financial institution, facilitate startup cost for the academy.

***Social/cultural factor***

These factors scrutinize the social environment of the market, and gauge determinants like cultural trends, demographics, population analytics, etc. Our social factors are increasing basketball participation across Jamaica not limited to the academy, building the basketball brand within the primary and secondary institutions by extension on a community level, establishing basketball sport as a Culture in Jamaica, creating learning opportunities through the sport and international exposure Jamaica Brand Basketball

***Technological factors***

These factors pertain to innovations in technology that may affect the operations of the industry and the market favorably or unfavorably. This refers to automation, research and

development, and the amount of technological awareness that a market possesses. Some technological factors are advanced technology to facilitate online streaming/ view of leagues/tournaments, and adapting new technological devices to facilitate sports analytics to improve sporting and accuracy.

### **Product/service overview**

Elite Stars Academy will be a leading basketball academy in Jamaica. We provide high-level, intense, skills training to future basketball superstars. We are the best at what we do because we help players grow and flourish on and off the court. At Elite Stars Academy, we get to know our athletes so that we can adjust their training programs to help them improve in all areas of their game. Clients will gain the skills to build a high basketball IQ, become more confident as a player, and make steady progress with each session as they learn the fundamentals of the game. Here at ESA, we not only provide world-class training experience to our clients, but we also offer a wide variety of services such as opportunities for athletic scholarships, film breakdown, individual private training sessions, open runs, and body recovery treatment.

Elite Stars Academy offers 3 subscription plans, see the plan breakdown below:  
The Basic plan – this package is a training-only offering. The client will be able to train with other clients at similar skill levels.

The Elite plan – this package offers group and individual sessions as well as open runs.

The Stars Pro plan – includes all the offerings of the Basic and Elite plans. Clients will also be able to access film breakdown sessions, private training sessions, and body recovery treatment. ESA also offers multiple payment options, such as Debit/Credit cards, Bank Transfers, and PayPal.

### **Service**

The high-level performance products that Elite Star Academy invest in will elevate their players to be the best basketball version of themselves. The service are designed to

enhance the player's ability to strive above their normal performance. Great players around the world use these techniques and equipment that are provided by the ESA program.

### ***Training***

Our expert coaches will take your game to the next level with our individualized training programs tailored to improve our clients' skills. Focused on developing players through their strengths and weakness. Players will go through a variety of different workouts during their sessions. Our training sessions will see clients working on varying areas to build up their skill levels. Workout sessions include shooting fundamentals, footwork, ball-handling, finishing, passing, defense, cross-training, and other technical player development areas. At ESA we believe that as basketball philosophers we should strive toward continuous improvement.

### ***Scholarships***

At Elite Stars Academy, we offer athletic scholarships for varied educational levels. Such as high school, college, and university. These scholarships are awarded to individuals based on their academic and athletic abilities. To qualify for any of these scholarship opportunities players are evaluated by coaches based on development and performance. We also ensure that our clients are given the necessary opportunities through various tournaments hosted by ESA for exposure to both local and international scouts.

### ***Film breakdown***

This is a professional assessment that provides detailed analysis and feedback on individual performance. This helps players become students of the game, as it allows clients to see themselves visually playing. Our coaches will help them with this analysis by breaking downplays and shows what they need to do better and how they can improve on their game.

***Individual private sessions***

In these 1 hr. sessions, coaches will provide individual undivided attention. Focusing on improving the client's skills. This type of session is better for players who are better at working out alone rather than with a group. These workouts are recorded, examined, and discussed with the players so they are aware of their development and progress.

***Open runs***

Players will scrimmage to get a feel for what game days are like. Allowing players to work on what they have been taught during workout sessions. Clients are allowed to compete in an atmosphere that provides a unique experience. Each session's goal is to promote free play, development, and enjoyment through basketball.

***Body recovery treatment***

ESA believes that the body is our temple. Without a healthy body, an athlete won't be able to reach their full potential and perform at their highest level. ESA will provide massages, stretches, Normatec leg recovery, and heat padding to help our clients perform at their peak at all times.

***Current state of development***

ESA will aim to develop and foster talent displayed in the basketball sporting discipline. The environment will be one that will allow each athlete to become the best version of himself on or off the court. The needs of athletes are not one-dimensional. As such, their support systems need to reflect that multifaceted nature. ESA will provide that holistic support through its careful curation of world-class professionals who will cater to the different coaching needs, health and wellness needs, talent development and scholastic support needs that each athlete requires as they attempt to progress in the sporting discipline.

Presently in Jamaica, there is a void where businesses whose focus is similar in nature to ESA are concerned. As such, this part of the industry is severely underserved. We have identified some competition namely: Jamaica Basketball Project and the P.H.A.S.E 1 Academy, but we feel compelled to note that their service offerings are not at all holistic as they would require potential users to visit several different professionals to access the services that would be available to our athletes solely through ESA upon enrolment to the academy.

### **Opportunity for growth**

Since this segment of the industry is so severely underserved, the growth potential is essentially uncapped. Sports in Jamaica and by extension the Caribbean is something that is revered. It is simply a way of life. Additionally, the Caribbean has no shortage of sheer raw talent. If positioned correctly, ESA will cement its name in Jamaica and extend its reach and expertise to other Caribbean countries.

While ESA will start its focus on male student-athletes, we cannot ignore that their female counterparts are equally as talented. This presents another opportunity for growth for ESA. The WNBA is now a billion-dollar industry (LA Times, 2022) with its most recent 75-million-dollar cap raise. This is a unique opportunity for ESA in terms of growth potential as talent development agencies on the ground are solely focused on male athletes/student-athletes.

### **Swot analysis**

SWOT is an acronym that stands for strengths, weaknesses, opportunities, and threats. As a competitive academy, the program must be able to recognize and comprehend

its strengths and weaknesses, as well as the possibilities and threats that may come its way to succeed in today's competitive market.

### ***Strength***

The company's strength will excel through a variety of different ways. Some strengths are the basketball facilities will be centrally located in a densely populated, the founder is a successful basketball player on and off the court, and also represents Jamaica as a national player and plays at the highest level in the sport. The ability to market ESA via traditional and non-traditional means, garnering both local and international exposure for clients. Also the capability to future-proof players' careers and exposure through our wide range of scholarship offers and tournaments.

Produce Pro players across the world Expert Coaches and Training that specialize in basketball

### ***Weakness***

Weaknesses prevent an organization from performing at its best. Some of our weaknesses are due to competition from other sporting academies, the academy's audience size may be small at first. Basketball not being the number sport in the country can affect the chances of getting clients and insufficient budget for the marketing and promotion activities due to investors' preference of investing in soccer or track and field rather than basketball

### ***Opportunity***

Opportunities are beneficial external factors that may provide a business with a competitive advantage. The opportunity that will help us grow is getting fans from around the world, the academy should recruit more players from Europe, Asia, Africa, and the Caribbean. Increase marketing efforts and potential business options through community

camps, sponsorships, social media promotions, etc., hosting exhibition games against other academies outside of Jamaica. ESA will seek to gain both clients and fans worldwide and also focus on Women's Basketball

### ***Threats***

Threats are potential harm to a company. Threats to ESA will come from more traditional sporting options that are widely supported locally e.g., soccer, track and field, and other sports. Our business may also be affected by pandemics which may cause temporary and extended closure of our facilities. Epidemics, currency value fluctuations, and economic crises as well as an increase in crime could have an impact on our operations.

### ***Porter's five forces***

In examining competition in the industry, I employed the use of Porter's five forces of the competitive analysis model. This was deployed to better understand the intensity of competition between existing firms already operating within the industry and ESA's proposed entry.

### ***Industry competition/competitive rivalry***

I have identified very few competitors within the industry. None of these offer the collective suite of services that ESA will offer and will likely be unable to match and deliver the quality of service that we will. Additionally, since competitors are rather small and are not necessarily household names, there is virtually no brand loyalty. This has led us to identify that competitive rivalry in the industry is low. This presents a unique opportunity for ESA to both be profitable and grow from strength the strength.

***The threat of substitute products***

Competitors that offer the same service as a collective and with similar quality are virtually non-existent. This not only serves as both a competitive advantage and a unique selling proposition for ESA but also lessens the likelihood that a customer will switch to a substitute. Additionally, there is virtually no aggressiveness in marketing that would position one firm over the other in the mind of the customer within the industry. This has led us to conclude that the threat of substitute products is low.

***Threat of new entrants***

The threat of new entrants is high. The profitability attracts competition, so the impending success of ESA all but assures that competition from new entrants will be something for us to keep our eyes on. It is also noted that, Jamaica, its government, and overall policies are known to for its 'friendliness' towards businesses (GOV.UK. 2021). As a result, the country offers stimulus to incentivize and attract businesses to their shores. Additionally, the political climate is relatively stable and there are not that many barriers to entry beyond start-up costs and attracting key personnel/talent.

***Bargaining power of buyers***

The bargaining power of buyers is low. This is so primarily because there are so few competitors in the space which limits the buyer's ability to go to a competitor while the number of people that will be using the service ranges from moderate to high (will be further expanded on later). Additionally, access to information to make comparisons on cost structures and fees charged is not readily available to customers since ESA will be the benchmark.

### ***Bargaining Power of Suppliers***

ESA will seek to offer world-class service provided by a world-class team of professionals. There is always intense competition to attract and keep the best and brightest. The caliber of talent that we will attract is not easy to come by and because of their value, they may be able to demand prices at or above market levels for their services. As a result, we feel that the bargaining power of suppliers is high. It should be noted that as the proprietor of ESA and being exposed to the inner workings of the industry, I am uniquely positioned to tackle and deploy my networks and contacts where this area is concerned. This will positively impact my supplier relationships and keep them stable and keep quality consistent.

### **Significance**

Basketball in Jamaica is loved and supported by many. However, not much emphasis is given to the sport when compared to other sporting activities. Jamaica has some of the best naturally talented players in the world. This is seen in the vast amount of basketball players with Jamaican heritage that has played in the highest leagues in the sport. For example, Shaquille O'Neal, Jamal Murray, Patrick Ewing, and many more. The only difference between those players growing up is that they were given the right resources and opportunities to elevate their talent to the next level. If local players are given this opportunity to have access to these beneficial resources. I believe Jamaica can produce high-level players like other countries, they just need the necessary opportunity and exposure to take their God-given talent to the next level and this is where ESA comes in to support these individuals.

**Background**

Joel Bailey is the founder of ELITE STARS ACADEMY. He attends Alliance University on a Division 2 Basketball Scholarship, where he earned a Bachelor of Science in Business Administration and now pursuing his MBA in Finance. A greater zeal to pursue this passion for this venture came about from his most recent participation in the Elite Caribbean Summer Pro League held in Jamaica. The founder was able to see talented young players in Jamaica and thought that if players were able to perform at an elite level, without the proper training and guidance. The potential for these players is impressive. This inspired ESA to allow players like these to take their skills to the next level.

## **Market Analysis**

The practice of sourcing new business ideas and techniques from a variety of places enables change in an organization by recommending solutions and working as a liaison to understand the structure and operations of an organization. In planning to review an organization's strengths and weaknesses, there are plentiful best-fit qualities to prioritize, making it difficult to bring forth the best ideas.

### ***Customers***

The overview of a basketball academy is identifying the customers, facility, and facility equipment, services offered, mission, responsibilities, threats among other business structures. Customers of the basketball academy are parents, the first thing is to focus on getting the first client. Approaching parents with the specific and special services that will be offered at the academy. Having three or more parents registered in the program is enough to grow the academy. Creating customer confidence by having experienced coaches or trainers and a state-of-the-art full-service facility.

### ***Market Size and Trends***

Technology is one of the trends controlling the basketball industry which has benefited the sports facility. The industry has greatly developed through marketing campaigns, social media platforms that reach the targeted audience, and rampant trends toward healthy living. After conducting market research and identifying what the target audience is expecting from the academy, it makes it easier to keep up with the trends. With market growth and change in the social and cultural environment, coaching careers are dissimilar from the past. Adopting these evolving trends will enhance training and the players' performance.

### **Competition and Competitive Strategies**

The growth of Electronic sports “e-sport” is hampering the sports market. Participation in conventional sports is steadily declining with the changing generation. The newest generation spends more time on e-sports. An approach to make training lessons fun and inclusive will make children participate more in physical sports. Competitive advantage in the basketball market is having a highly creative facility, location of the facility, access to a gym, training routines, and highly trained managers. Providing employees with welfare packages means everyone will help deliver the goals and objectives of the organization. Good working conditions will build the business and gain more recruits.

### **Forecasted Market Share, Sales, and Ongoing Market Evaluation**

The basketball equipment market is expected to be worth USD 1461 million by 2031, growing from USD 950 million in 2021(Byon, 2022). Equipment such as basketball shoes and basketballs accessories are required to participate in a basketball game. The basketball equipment sector is thriving, and technological advancement helps it grow. Participation in basketball games, players, academies, and recreational purposes has generated a lot of revenue. This reflects the increase in scholarships for sports players at the academy level and interest from investors and funding for the basketball training system. Ongoing market evaluation might affect a newly established facility, with the fluctuating prices it becomes a major obstacle to acquiring quality equipment.

To survive in this field an organization must be able to provide services or products that are in tune with the ever-changing global market and customer tastes. To accelerate the development of the basketball and sports industry by improving the infrastructure, optimizing

the sports industry, and promoting sports consumption. Stable growth in basketball and supporting factors are expected to fuel revenue in the sports market.

### ***Market Strategy***

The development of a basketball academy's marketing plan can benefit greatly from data. The company will approach the business market strategy using the following prospective data-driven use cases. The first strategy will involve conducting a demographic analysis of the region where Elite Star Academy will see the greatest benefits. Therefore, the academy may successfully segment and focus its marketing efforts by knowing the target audience's age, gender, geography, and interests. One of a business's most significant factors is the behavior of its customers. To create personalization tactics, ESA will analyze the behavior of its present and potential customers, including their online and offline activity, past purchases, and preferences. The academy will create a database that will allow our clients to have a profile. In this approach, we can monitor the performance of our present initiatives and determine which ones are successful and which ones aren't. The company understands the importance of Internet marketing and how beneficial it can be. Social media has grown to be the most prominent platform where it allows users not just to social network but also promote their brand and product. The company's social media insight involves analyzing the social media presence and engagement, such as likes, shares, and comments, to better understand our customers and how they will react to our content in the future. Another method that the company will use to interact with its audience will be through stories post which includes questionnaires, polls, quizzes, and other social media app features.

## **Economics of the Business**

The basketball academy is profitable if it generates more income than it spends. The basketball academy creates income by providing training sessions and match games to customers, and fans and incurs costs by compensating workers and manufacturing goods. Profit and loss statements show us whether or not we are making the proper decisions for the company's development.

### **Start-up costs**

Launching a successful basketball academy business takes time, energy, and, above all else, enthusiasm. The business will operate as a Limited Liability Company structure that cost a sum of USD 162.86 (JMD 25000.00) for registration. The academy will hire five trainers. Each trainer must take the Jamaica basketball association (JABA) level 1 coach certification course which will cost the business USD 32.68 (\$5000.00 JMD) for each trainer. The monthly fee to rent the gym is \$272.25 USD which is equivalent to \$41659.69 JMD. The market startup cost comprise website development which costs USD 500 (\$76510.00 JMD), and printing advertising(flyers) of \$15 per 100 flyers (\$2295.30). Equipment for basketballs, training cones, ball pumps, and other minor equipment costs \$500(\$76510.00). Extra expenses which include gym minor repair cost, and certification courses, and so cost \$663.40 (\$101865.07). Insurance for the business is \$22.13 per month

### **Table 2**

*Start-up cost*

Items	Start-up cost
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LLC registration	\$162.86
Miner repair cost	\$500
Certification courses expense	\$163.40
Websites costs	\$500
Rent expense	\$272.25
Flyers printing cost	\$15
Insurance	\$22.13
Equipment supplies expenses	\$500
<b>Total</b>	<b>\$2222.00</b>

<b>PRICING PLAN</b>	<b>BASIC</b>	<b>ELITE</b>	<b>STAR PRO</b>
	<b>\$200 per month</b>	<b>\$230 per month</b>	<b>\$250 per month</b>
Group Session	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Private Session	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Film Breakdown	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Open Runs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Body Recovery	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Scholarship	□	□	□
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The monthly training fee at the basketball academy is categorized into three different payment plans. The basic plan is \$200.00 UDS (JMD 30604.00), the elite plan is USD 230.00 (\$35194.60 JMD), and the star pro plan is USD 250.00 (\$38255.00) for each player. Basic allows athletes to work out Monday-Thursday in a group session, for an hour each day. Elite allows clients to work out Monday-Friday. Monday-Thursday in a group session (1hrs) and Fridays will be an individual session for 30mins. Star pros allow players to work out Monday- Saturday. Monday-Thursday in a group session( 1 hrs), Fridays will be individual sessions(30 mins), and Saturdays open gym for 1 hour. The athletes will be divided into three group categories. High school, university, and professional. Only high school players' time slots will be from 2-5 pm from Monday-Thursday. Only University players' time slots will be 6 am-9 am from Monday-Thursday. Both professional and university players 11 am-1 pm from Monday-Thursday. Only professional players' time slot is 6 pm-9 pm from Monday-Thursday. Each trainer will earns a salary of \$ 60000 JMD (USD 390.75) Monthly.  $5 \times \$60000 = \$300000$  JMD (\$1953.76 UDS )The first month the academy estimated to have 50 players. The maximum amount of athletes that can enroll in the academy is 75. Let's assume that we reach the maximum capacity of players enrolled. Between those 75 players, 30 players purchase the basic package, 30 purchased the elite package, and 15 purchased the star pro package. Basic plan revenue= $30 \times \$200 = \$6000$ . Elite plan revenue= $30 \times \$230 = \$6900$ . Star pro plan  $15 \times \$250 = \$3750$ . The maximum number of players that each coach trains is 15. ( $75/5=15$ ). Maximum revenue profit with 75 players=  $\$6000 + \$6900 + \$3750 = \$16650$

### Table 3

*Monthly fixed cost*

Fixed Cost of coaches per month	\$1953.76
Fixed cost for rent per month	\$294.38
Fixed cost Budget for equipment	\$500.00
Fixed accounting Budget per month	\$575.00
Fixed Marketing Budget per month	\$515.00
Total Cost	\$3838

The company total fixed cost is  $\$294.38 + 500 + \$575 + 515 + 1953.76 = \$3838$  every month per year. Revenue minus total cost equals profit.  $\$16650 - \$3838.14 = \$12812$ . This is the maximum profit per month reached if athletes filled the max capacity. The first month plans to start with 15 athletes. The business will combine it units. Fourty percent of profit comes from the basic plan, fourty percent elite plan, and twenty percent star pro plan.

$P = .40(200) + .40(230) + .20(250) = 219$  Thus,  $15 \times \$219 = \$3285$ . The revenue for the first month is \$3285. Therefore the business lost -\$553 profit in the first month. Second month 5 new athletes enrolled. The academy now has 20 players in total.  $20 \times \$219 = \$4380$ . The second month profit is \$4380. The business start make a profit at 19 athletes. The business Break-even when 18 athelete enroll.

**Break-even analysis**

The break even formula fixed cost divided by price( FC/P) which is equal  $\$3838/219=18$ . However, at 18 athletes the elite star academy will break-even. The business loses money at 17 athletes and make profit at 19 athletes. Hence, ESA is going to break even and go into profit right in the second month.

## Marketing Plan

**Table 4**

*Objectives and Action Plan*

Objective	Action Plan
Create a media and SEO team within the first 3 months.	<ul style="list-style-type: none"> <li>• Ask marketing department to select a media team</li> <li>• Obtain key selling points to include in the marketing plan</li> <li>• Delegate duties within the marketing team</li> </ul>
Post contents and Optimize the media platforms	<ul style="list-style-type: none"> <li>• Create timelines for filming and gathering content</li> <li>• Organize meetings with key stakeholders to obtain content</li> <li>• Create and post content atleast three times within a day</li> <li>• Metrics can include video views, website visits, and social media engagement</li> </ul>

### ***Leveraging Strengths And Opportunities***

This Marketing plan will leverage strengths and opportunities as key selling points. To begin with, Elite Stars Academy will be located in the densely populated city of Kingston, providing a natural pool of potential enrolments due in part to the growing sports, recreation, and entertainment industry in the city and the country. Additionally, the Academy will leverage the popularity of its founder, who is regarded as one of the best players to represent Jamaica on the international scene and has a huge social media following. That is not all;

Elite Stars Academy will roll out a range of scholarships to attract passionate and talented basketball from a young age and mold them into future stars of the game. Due to its proximity to the American NBA, the Academy will also easily attract fans and talents from other regions such as Africa, Asia, and other Caribbean countries. Finally, the Academy will leverage search engine optimization and organic social media marketing to gain fans while offering exhibition games outside the country to attract more fans and enrolments.

### ***Mitigating weaknesses and threats***

This marketing plan recognizes the weaknesses and threats to Elite Stars Academy. However, it also strongly believes in the ability of the Academy and its staff to mitigate these weaknesses and threats to be the leading basketball academy in the country in line with its mission statement. First, the Academy will begin as a small sporting academy and face competition from other basketball academies. However, with aggressive social media marketing and using the brand establishment of the University of West Indies (UWI) Mona Campus as the background of content films and the testimonies from stakeholders, including the founder and the appreciation from the community, the Academy will market itself as a 'starting from the bottom' story that most people find relatable and will most likely endorse and support.

Additionally, since basketball is not one of the most popular sports in the country, it might be hard to get clients and enrollments. However, the Academy can take advantage of this untapped talent pool to showcase the various talents of the game in the country that need molding and present itself as the molder, thereby automatically attracting more fans, enrollments, and sponsors. The marketing team will film training sessions and live games to showcase the potential of various talents in the Academy.

Further, the challenges of an insufficient budget can cripple the functions of the Academy, but the Academy has put in place austerity measures, including using the University of West facilities to cut operation costs. Finally, the Academy might face threats from other sports, such as track athletics and football, which are more established in the country, but this also means an allowance for the growth of a new and relatively unfamiliar sport like basketball. The marketing team will focus on basketball as an alternative to these sports as a viable selling point.

### **Marketing Team And The Cost Implication**

The marketing team for Elite Stars Academy will comprise mostly of young individuals not exceeding five people under the supervision of a marketing department head with relevant skills in organic marketing and search engine optimization. The choice for this small marketing team is to avoid redundancies and to achieve efficiency through the segregation of duties. The marketing team will focus on social media, which is cheaper than advertising on mainstream media channels. For instance, the average cost-per-click for Facebook is 0.94 \$ which is cheaper than advertising on television (Dopson, 2022). The marketing team will create content and post across the Academy's social media platforms to increase engagement.

### **Design and Development Plans**

The design and development are crucial factors in the success of the company (Howe & Goldberg, 2019); the process begins with the creation of a business plan, which will include a detailed market analysis, a competitive analysis, and a financial plan. Once the business plan is complete, the next step is to secure the necessary funding for startup costs. After the business plan is complete and the necessary funds have been secured, the next step is to choose a location for the academy. After the location is selected, the next step is to create a website and other marketing materials. Finally, the last step is to hire trainers and arrange for the necessary equipment to be purchased.

### **Challenges and Risks**

There are several challenges and risks associated with the creation of this product. The first challenge is to secure the necessary funding for startup costs. The cost of the business plan, the cost of the location, the cost of the website and other marketing materials, and the cost of hiring trainers and purchasing the necessary equipment can be significant.

Another challenge is to ensure that the academy meets the necessary standards and regulations. It is important to have the proper safety measures in place and to ensure that the academy meets the necessary standards for an educational institution.

### **Product Improvement**

To ensure the continual improvement of the product, Elite Stars Academy will conduct regular customer satisfaction surveys, which will enable them to identify areas of improvement and make necessary changes. Additionally, they will offer workshops and seminars to ensure that their trainers are up to date on the latest trends in basketball training.

Finally, they will implement a feedback system that will allow customers to provide feedback and make suggestions for improvement.

### **Costs**

The total cost of starting Elite Stars Academy is estimated to be around US\$2200.11. This includes costs associated with the business plan, the location, the website, and other marketing materials, the hiring of trainers, and the purchase of necessary equipment. The monthly training fee for the academy is divided into three different payment plans – the basic plan for US\$200.00, the elite plan for US\$230.00, and the star pro plan for US\$250.00.

### **Property Issues**

To ensure the protection of their intellectual property, Elite Stars Academy will register all trademarks, copyrights, and patents associated with their product and services. They will also enter into confidentiality agreements with their trainers and customers to ensure that confidential information is not shared. They will also create user agreements that clearly outline the terms of use for their services. Additionally, they will use legal protection measures such as copyright, trademark, and patent law to protect the intellectual property of the academy.

### **Facility**

The facility is a crucial part of any successful basketball academy. The facility must be well-designed, with proper lighting, ventilation, and safety concerns addressed. The facility must also be able to accommodate the number of players and coaches expected to use it. For the Elite Stars Academy, the facility must be large enough to accommodate the five trainers, the players, and the equipment. It must also have the proper ventilation and lighting

for a basketball court. Additionally, the facility must have an area for recovery treatment, storage, film breakdown sessions, and open runs.

### **Services and Products**

To provide a successful basketball academy, Elite Stars Academy must have a variety of services and products that meet the needs of the players. The services and products offered by the academy include private and group training sessions, open runs, film breakdown sessions, and body recovery treatment. These services and products must be tailored to the individual needs of the player to ensure success. To provide the best services and products, Elite Stars Academy must ensure that the trainers are qualified and experienced in the sport. The trainers must also be able to provide the players with the necessary instruction and feedback to help them improve their skills and knowledge. Additionally, the trainers must have the necessary knowledge and experience to provide the players with the necessary guidance and support.

### **Customer Base**

To be successful, Elite Stars Academy must build a strong and loyal customer base. The academy must have a clear customer service policy in place to ensure the customer base is provided with the highest quality of service and products. Additionally, the academy must ensure that the customers are adequately informed about the services and products offered by the academy, as well as any changes or updates that may be implemented. The academy must also ensure that customer feedback is taken into account and addressed on time. This feedback can be used to improve the services and products offered by the academy and to ensure customer satisfaction. Additionally, the academy must ensure that customer feedback is taken into account when making decisions about the future of the academy.

## Operations Plan

Identify the location of the proposed facility and the type of facility required to produce/deliver the proposed product/service. What size footprint is necessary to accommodate the volume planned for production? Will the labor force work a single shift, or is there a plan to work multiple shifts or schedule weekend teams? What management staff will be required to operate each shift? Inventory controls must be established to manage minimum on-hand inventory levels. Will the workforce manufacture the entire product? If not, what part is manufactured outside the facility and therefore NOT under direct control? Just-in-time operations must be described with schedules to ensure the products manufactured outside the facility arrive in time to be used in the development of the product. Too much inventory and there is a risk of tying up operating capital. Too little inventory and the ability to deliver the correct number of units for a customer's order may be delayed, which translates into lost sales. Either occurrence can expose the business to undue monetary pressure.

If this is a start-up, when will these facilities be ready for prime time? Will construction lead time be adequate to keep the order commitments on schedule? Investors will want to know, so be prepared to address these issues BEFORE getting in front of the "money people."

### **Management Team**

The management team of any business is as critical as the product or service itself. The greatest product possible could be manufactured; however, if the management team fails to execute the company plan, lost sales could occur, which may prove fatal.

Describe each management position on the team, their role, responsibilities, and required compensation. Is the management team willing to accept lower compensation given the start-up nature of the business? If so, this is worth noting when presenting the plan. Has the talent been balanced on the team? Does the team possess adequate technical skills, leadership skills, and a proven track record of success? Beyond their salary compensation, what other perks will be offered? Does the business intend to provide profit sharing, stock options, or bonus plans? What is the strategy for holding on to intellectual property, especially after the management team proves successful? Many companies go to exhausting lengths to ensure sustainable, successful management teams. Good management personnel is hard to come by. Finding them is an incredible challenge; however, it pales in comparison to retaining them once they have proven their worth.

## **Sustainability and Impact**

All business plans must address sustainability and impact. Every business developed has had some impact on the economy, society, and the environment. Investors will want to know how the proposed business venture can/will impact all these areas.

If the business positively impacts any of the above, the chance of sustainability is significantly increased. In keeping with this theme, think about the type of potential waste that the business may generate. Will the company adequately and compliantly recycle or dispose of the waste it creates? Review and discuss the impact on the planet's green initiative to include carbon reduction and effective waste management. If there are suppliers, there is a need to include the supplier list in the plan and explain how they intend to address their impact on the environment. Be sure also to consider the impact on the local community and society.

Often, how a company addresses these issues can create separation from its competitors. All things being equal, if the production environment of the proposed business proves to be a greener, more planet-friendly alternative, it could create separation from competitors on this element alone. Forward think on this issue and try to project future impact on the company and product line growth. Is the company poised and on track to improve the environment, or is there a risk of falling back to the pack?

Finally, this section should address the potential exit strategies of the venture. Exiting does not mean leaving the venture; it is a liquidity event as it achieves certain milestones, which should be analyzed and presented. Investors typically want a plan to capitalize on their gains and leave your business. How long do you need them to remain engaged, and what's the plan for paying them when the time comes?

### Overall Schedule

Scheduling is critical and can quickly become the deciding factor in the success of the pursuit of funding. Investors want to see a meticulously formulated plan with realistic goals and objectives, alternative strategies in the event specific mid-term goals are missed, as well as remediation plans should a major “show-stopper” occur. This is the time to think out of the box, demonstrate solid forward-thinking, and show just how creative this plan can be. Leave nothing to the assumption of the reader or audience. Walk them through the elements in the order envisioned for the events. As an example:

- Lay out a cash conversion cycle for each product or service
- Create a month-by-month schedule that shows the timing of the product development, market planning, sales programs, production
- Display critical milestones essential in achieving success to include:
  - Incorporation of the venture
  - Completion of design and development
  - Completion of proto-types
  - Securing sales representatives
  - Trade Show displays
  - Contracts with distributors and suppliers
  - Material orders in quantities indicative of production volumes

This is a time to demonstrate copious adherence to every detail. Leave no stone unturned, and when those in attendance walk away, they should think, “Wow, what a presentation. This idea is solid, and I need to be part of this business”.

### **Critical Risks, Problems, and Assumptions**

The Entrepreneurial spirit is based on a risk-reward mindset. The willingness to assume such risks is at the very core of every entrepreneur. Although it is believed the business creator accepts these risks, those who consider investing in the business need more assurance. Often, investor comfort levels can be heightened simply by observing the care with which the business plan identifies and addresses these risks. Be thorough in reviewing all the risks, problems, and obstacles perceived to be in the path of operating a successful business and, by extension, the path of all stakeholders.

Identify each risk and its potential impact on the business. Will it affect personnel, product delivery, development, and market appeal? Drill down through the Sales assumptions made in the projections. Talk about how and why such predictions have been offered, and provide insight into how the numbers were determined (in many cases, appendices and exhibits should be used to support many of these sections). Address potential “show-stoppers”; why they may be considered such, and how they could be managed. It has long been a standing rule that most potential investors will read the “Management Team” section and then immediately turn to this section. The omission could prove fatal, with the reader concluding a belief that they may be stupid or naïve, that the plan is attempting to pull the “wool over their eyes”, or that there is insufficient critical thinking to have thought of these exposures. Any of these conclusions may result in a refusal to engage and not achieve the goal. Be thorough in the review and consider some, if not all, of the following:

- Running out of cash before orders are secured
- Potential price cutting by competitors
- Unfavorable industry trends

- Design or manufacturing costs exceeding original estimates
- Sales projections not achieved
- Raw material lead-time longer than anticipated
- Challenges in obtaining bank credit

Weigh these risks placing higher weights on the most critical down to the least vital to demonstrate a stronger sense of impact. Do not take this section lightly. Be sure to demonstrate deep critical thinking in this area. It can and will separate the plan from competitors.

## **The Financial Plan**

In this section, the proverbial “rubber meets the road”. It is here where many potential investors and/or bankers will focus on uncovering the business’s true financial requirements. Accurate presentation of the estimates results in increased validity of the business plan. The business viability and timetable will be on display in this section.

The use of financial exhibits will be expected. Financial statements should cover five-year projections, including income statements, balance sheets, and cash flow statements. Many of these can be discussed and described here while providing the full statements in appendices and exhibits. In most cases, start-ups will use pro forma financial statements. Use sales forecasts and the accompanying production or operations costs when preparing the pro forma. Be sure to review/discuss the assumptions made in these reports entirely. The income and cash flow statements should show a monthly analysis for at least the first six months or minimally until the business becomes profitable.

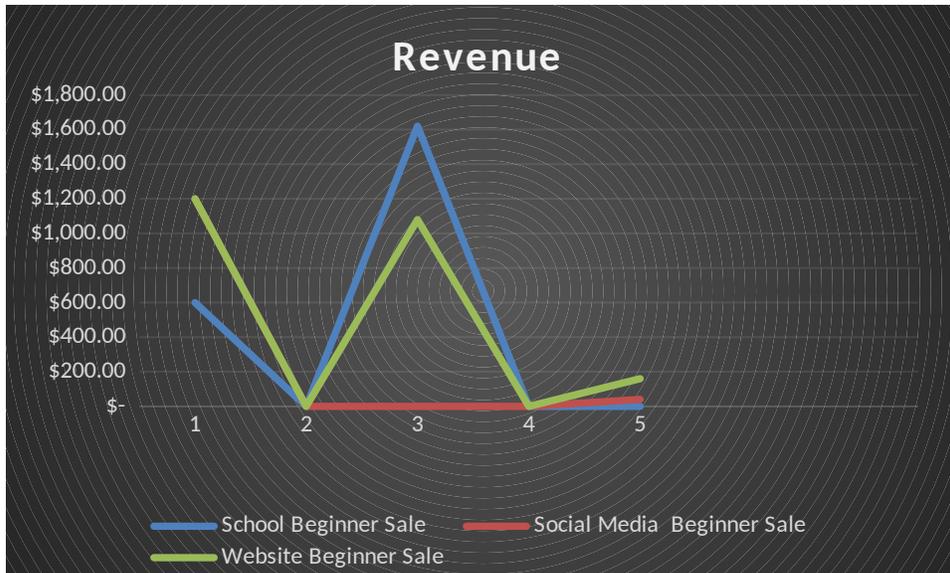
A discussion must be provided on worst-case, most likely, and best-case scenarios. Describe how certain assumptions may cause any of these scenarios and what that will do to specific performance indicators. The worst-case and best-case expectations should be based on your PESTLE, SWOT, and Portal’s analysis.

### ***Funding strategy***

Personal financing will be the method of funding plan used for my firm. The founder will use funds from friends, family, and personal funds and connections to support the company. Additionally, the business will raise money for the venture by implementing a different innovative strategy. This could apply to fundraising, crowdfunding, and sponsorship. Reach out to local companies and solicit their assistance. In return for their

support, the business will provide them with recognition and advertising opportunities.

Another approach is to plan celebrity charity competitions. This idea will entice people to go and show support for their preferred celebs.



### **Proposed Funding Requirements**

Now that the business idea has been fully described and presented, it is time to identify precisely how much funding is being sought after. Identify how the plan intends to invest this money in the business and the rate of consumption. Potential investors will want to hear about how and when their investment dollars will be repaid. A detailed plan will be required showing how the expected rate of return will be achieved. Understand that those investors who are serious about investing in your business will be the ones most concerned with the content in this section. Be prepared for the potential investors to counteroffer ideas on how to pay back the money with a few rather creative ideas of their own. If you are considering offering equity in the company, what percentage of the company will be surrendered to investors? Note also that this will require you to perform a valuation on your company to justify the equity percentage. Will controlling stock be retained, or is there a willingness to sell more than half of the interest in the business?

All investors want to know how their money is going to be spent. Be prepared to provide a list of items planned to purchase. How much will be spent on creative design, market research, development, and the creation of production facilities? The more data provided, the greater your investors' comfort level will feel.

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## **Appendix**

NOTE: Appendices should be included that support the discussion within the business plan and referenced herein; this may include but not be limited to financial statements, charts, diagrams, org charts, etc.