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**EXECUTIVE SUMMARY**

[Galloo Island Golf Resort] is located in [Jefferson County, New York], which is precisely on the [eastern side of Lake Ontario]. Boasting an abundance of natural beauty, this immense private 18-hole facility provides a challenging layout and pleasing scenery.

[Galloo Island Golf Resort] is an exclusive golf resort that caters to celebrities, corporate and political figures, and any wealthy individual who can afford its services. With two natural harbors to dock, the golf resort can be reached by yacht and medium-sized boats through the St. Lawrence River.

**COMPANY OVERVIEW**

**Mission Statement:** To provide guests with the best luxury golf experience.

**Philosophy**

[Galloo Island Golf Resort] believes that exceptional customer service and outstanding golf course conditions are the keys to success.

**Vision:** To become the premier luxury golf resort in the whole world.

**Outlook**

The popularity of golf has been declining in recent years, causing more golf courses to shut down to avoid more losses. However, many wealthy individuals still prefer golf over other sports simply because of the lack of physicality and the relaxing views that golf courses provide. These wealthy individuals, whether a celebrity or a corporate figure, usually combine golf with meetings, which means they discuss important matters while playing golf. This is why the [Galloo Island Golf Resort] will strictly implement discretion and golf course reservations so that guests can enjoy playing golf while doing their businesses.

**Type of Industry:** Golf Course Industry

**Business Structure:** Sole Proprietorship

**Ownership:** Sole Proprietorship, [Mary C. Howard]

**Start-Up Summary**

The start-up cost is $[2,737,176.00], which will be fully provided by the owner. The start-up funding will be used for operating expenses, golf equipment, resort maintenance, and insurance.

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| --- | --- |
| **Start-Up Funding** | |
| Start-Up Expenses | $ 499,370.65 |
| Start-Up Assets | $ 2,237,805.35 |
| **Total Funding Required** | **$ 2,737,176.00** |
|  | |
| **Assets** | |
| Non-Cash Assets from Start-Up | $ 1,794,079.41 |
| Cash Requirements from Start-up | $ 443,725.94 |
| Additional Cash Raised | $ - |
| Cash Balance on Starting Date | $ 443,725.94 |
| **Total Assets** | **$ 2,237,805.35** |
|  | |
| **Capital** | |
| Planned Investment | |
| Owner | $ 2,737,176.00 |
| Other | $ - |
| Additional Investment Requirement | $ - |
| **Total Planned Investment** | **$ 2,737,176.00** |
| Loss at Start-Up (Start-Up Expenses) | $ 499,370.65 |
| **Total Capital** | **$ 2,237,805.35** |
| **Total Capital and Liabilities** | **$ 2,237,805.35** |
|  | |
| **Start-Up** | |
| **Requirements** | |
| Start-Up Expenses | |
| Rent - 5 Months | $ - |
| Advertising | $ 79,094.35 |
| Legal Fees | $ 65,021.62 |
| Staff Training | $ 3,984.30 |
| Insurance | $ 52,654.92 |
| Other | $ 298,615.46 |
| **Total Start-Up Expenses** | **$ 499,370.65** |
|  | |
| **Start-Up Assets** | |
| Cash Required | $ 443,725.94 |
| Start-Up Inventory | $ 28,465.74 |
| Other Current Assets | $ 285,175.12 |
| Long-Term Assets | $ 1,480,438.55 |
| **Total Assets** | **$ 2,237,805.35** |
| **Total Requirements (Total Start-Up Expenses + Total Assets)** | **$ 2,737,176.00** |

**PRODUCTS AND SERVICES**

**Product/Service Description**

[Galloo Island Golf Resort] will offer the full golf experience by providing the necessary golf equipment, golf carts, caddies, etc. The golf resort also offers cabins and suites for guests who want to stay overnight on the island. Furthermore, the golf resort has a restaurant that is headed by an internationally acclaimed chef, ensuring a luxurious vacation experience on the island.

**Value Proposition**

[Galloo Island Golf Resort] likes to think of itself as an exclusive club without requiring membership registrations. The golf resort offers its services only through reservations to ensure excellent customer service to the guests. This also emphasizes exclusivity, which is extremely important to influential individuals such as celebrities and political figures.

**Pricing Strategy**

[Galloo Island Golf Resort] will adopt an above-the-market average pricing scheme to help relieve the high upkeep costs of the entire island. Also, this is to satisfy the guests’ need for a luxurious experience, which builds a high-end reputation for the golf resort.

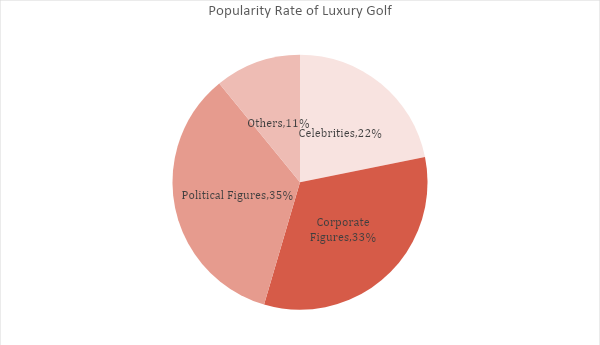
**MARKETING ANALYSIS**

The death of professional golf might be imminent, but many individuals still engage in casual golf. The increasing number of corporate and political figures who prefer to discuss business matters while playing golf has given birth to a new norm—golf meetings. Even celebrities, especially Hollywood figures and retired athletes, have started gaining interest in golf because of the growing number of luxury golf resorts in the United States of America.

**Market Segmentation**

[Galloo Island Golf Resort] will be focusing its resources on attracting influential individuals to further increase the golf resort’s brand visibility and awareness. Once these influential individuals get the word of the island’s services out, more guests will be calling the golf resort for reservations.

The pie chart below shows the popularity rate of luxury golf for each type of guest.



**Target Market Segmentation Strategy**

Celebrities

* Open to celebrities who would like to host a charity golf tournament or to movie directors and producers who need a beautiful golf course for its movie projects. This increases visibility to Hollywood figures and other players in the movie industry.

Corporate Figures

* Network with large company owners and encourage them to tell their families and friends about the golf resort’s services.

Political Figures

* Offer them special discounts for availing the golf resort’s services.

Others

* This comprises of non-influential, wealthy individuals who only engage in luxury golf for recreation and relaxation.

**STRATEGY AND IMPLEMENTATION**

**Target Market Strategy**

[Galloo Island Golf Resort] aims to increase its sales in the [4th quarter] of this year by at least [13]%. This will be accomplished through effective networking and exhibiting exceptional customer service.

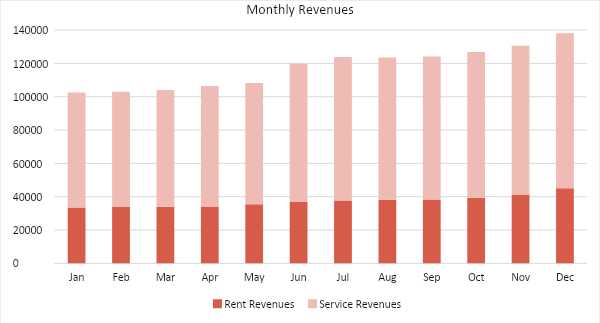
**Competitive Edge**

There are currently many luxury golf resorts established around the world, but none are built on an island. [Galloo Island Golf Resort] offers a natural scenery that has never been seen before and exercises complete exclusivity. This gives the guests peace of mind from the moment they step foot on the island, literally keeping them away from the busy city life.

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| --- | --- | --- | --- | --- |
| **SWOT Analysis** | **Strengths** | **Weaknesses** | **Opportunities** | **Threats** |
| [Galloo Island Golf Resort] | * Fully exclusive * Requires no membership registrations * First ever island golf resort | * Expensive products and services * Lacks brand visibility and awareness | * An increasing number of wealthy people who would prefer that meetings be done while playing golf | * Emerging competitors with the same business model |
| [The Chameleon] | * Has several golf resorts around the world | * Mainstream design; no originality | * Businessmen who have a lot of business trips around the world | * Unfavorable government policies |
| [Fossil Tracks] | * The most popular golf resort in the US | * Expensive membership fees | * Guests usually recognize the most popular golf resorts first | * Customers who do not value the need for memberships |

**Sales Strategy and Forecast**

After the public becomes more aware of the services provided by [Galloo Island Golf Resort], the company targets the following monthly revenues:

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**Marketing Strategy**

[Galloo Island Golf Resort] will be networking with large company owners, celebrities, and political figures to improve brand visibility and awareness. This increases the chances of getting called for reservations.

Since the [Galloo Island Golf Resort] emphasizes exclusivity, it will be utilizing word-of-mouth marketing instead, which is done by encouraging guests to tell their families and friends about the golf resort’s services.

The sales and marketing teams have kicked-off various activities to move the marketing strategies forward. Here are some of the updates:

**Milestones**

|  |  |  |  |
| --- | --- | --- | --- |
| **Marketing Strategy** | **Activities** | **Timeline** | **Success Criteria** |
| Networking | Establish business relationships with influential individuals. | January to December 2019 | The golf resort has one reservation every week. |
| Word-of-mouth Marketing | Display excellent customer service to all guests at all times. | January to December 2019 | The guests have told their peers about the golf resort’s services. |

**MANAGEMENT AND PERSONNEL**

The CEO handles the overall operations of [Galloo Island Golf Resort] with the help of an executive director.

These are the roles and functions that work under the supervision of the executive director:

* The caddie master who organizes all of the caddies’ tasks.
* The maintenance superintendent who supervises maintenance tasks.
* The restaurant manager who expedites the food orders to ensure quality.
* The business development department that handles all sales and marketing planning.
* The hotel manager who is responsible for assigning hospitality services to its crew.

Below is the organizational structure of the company:



**FINANCIAL PLAN**

The financial plan includes the projected break-even analysis, profit and loss, balance sheet, and cash flow.

**Break-Even Analysis**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Fixed Costs** | **Average Price** | | **Variable Costs** | | **Contribution Margin** | **Break-Even Units** |
| $ 52,654.92 | $ 104.12 | | $ 2.59 | | $ 101.53 | 518.60 |
|  | | | | | | |
| **Fixed Costs** | | **Amount** | | **Variable Costs** | | **Per Unit Amount** |
| Insurance | | $ 52,654.92 | | Advertising | | $ 0.12 |
|  | |  | | Legal Fees | | $ 0.14 |
|  | |  | | Staff Training | | $ 2.33 |
|  | |  | |  | |  |
|  | |  | |  | |  |
|  | |  | |  | |  |
| **Total** | | **$ 52,654.92** | | **Total** | | **$ 2.59** |

|  |  |  |
| --- | --- | --- |
| **Fixed Costs** | | **Variable Costs** |
| Insurance | | $ 52,654.92 |
|  | |  |
| **Total Fixed Costs** | | **$ 52,654.92** |
|  | |  |
| **Total Units Sold in 1 Month** | | **9,275** |
|  | |  |
| **Variable Costs (Unit Sold/Cost per Unit)** | **Average Price** | **Variable Costs** |
| Advertising | $ 79,094.35 | $ 0.12 |
| Legal Fees | $ 65,021.62 | $ 0.14 |
| Staff Training | $ 3,984.30 | $ 2.33 |
| **Total Variable Cost (Per Unit)** | | **$2.59** |
|  | | |
| **Break-Even** | |  |
| **Selling Price Per Unit** | | **$ 104.12** |
| Break-Even Point Per Unit [Fixed Costs/(Sales Price Per Unit - Variable Cost Per Unit)] | | 5,884 |
| 101.53 |
|  | |  |
| **Break-Even Point in Units** | | **58** |
|  | |  |
| **Contribution Margin (Selling Price - Total Variable Cost)** | | **$ 101.53** |

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| --- | --- | --- | --- |
| **Profit and Loss Projection** | | | |
|  | **FY2019** | **FY2020** | **FY2021** |
| Sales | $ 1,645,836.99 | $ 2,117,680.96 | $ 3,919,092.31 |
| Direct Cost of Sale | $ 234,670.10 | $ 272,677.58 | $ 324,158.48 |
| Other Cost of Sale | $ - | $ - | $ - |
| **Total Cost of Goods Sold or COGS (Sales - Direct Cost of Sale - Other Cost of Sale)** | $ 234,670.10 | $ 272,677.58 | $ 324,158.48 |
| **Gross Profit (Sales-Total Cost of Goods Sold)** | $ 1,411,166.89 | $ 1,845,003.38 | $ 3,594,933.83 |
| **Gross Margin % (Gross Profit/Sales)** | **85.74%** | **87.12%** | **91.73%** |
|  | | | |
| **Operating Expenses** | | | |
| Rent | $ - | $ - | $ - |
| Insurance | $ 311,575.32 | $ 311,588.64 | $ 311,751.07 |
| Utilities | $ 182,018.18 | $ 182,446.54 | $ 184,366.74 |
| Salary (Including Tax) | $ 499,541.28 | $ 537,903.80 | $ 576,684.81 |
| Maintenance & Supplies | $ 71,939.53 | $ 79,280.09 | $ 81,623.77 |
| **Total Operating Expenses** | **$ 1,065,074.31** | **$ 1,111,219.07** | **$ 1,154,426.39** |
|  | | | |
| EBITDA (Total Cost of Sale-Total Operating Expenses) | $ 346,092.58 | $ 733,784.31 | $ 2,440,507.44 |
| Depreciation | $ 28,205.12 | $ 29,320.06 | $ 30,065.81 |
| Interest Expense | $ 30,852.99 | $ 22,424.25 | $ 22,356.35 |
| Taxes Paid | $ 215,587.71 | $ 447,440.92 | $ 705,822.00 |
| **Net Profit (Gross Profit - Operating Expenses - Taxes - Interest)** | **$ 99,651.88** | **$ 263,919.14** | **$ 1,712,329.09** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Balance Sheet Projection** | | | |
|  | **FY2019** | **FY2020** | **FY2021** |
| Cash | $ 576,577.67 | $ 692,021.29 | $ 1,181,927.58 |
| Accounts Receivable | $ 21,998.27 | $ 22,477.42 | $ 27,536.11 |
| Inventory | $ 37,237.26 | $ 42,606.50 | $ 44,676.95 |
| Other Current Assets | $ 384,947.94 | $ 426,807.95 | $ 444,415.24 |
| **Total Current Assets** | **$ 1,020,761.14** | **$ 1,183,913.16** | **$ 1,698,555.88** |
|  | | | |
| Long-Term Assets | $ 1,938,643.89 | $ 1,962,181.41 | $ 1,992,888.94 |
| Accumulated Depreciation | $ 254,837.88 | $ 509,738.67 | $ 768,775.04 |
| **Total Long-Term Assets (Long-Term Assets-Accumulated Depreciation)** | $ 1,683,806.01 | $ 1,452,442.74 | $ 1,224,113.90 |
| **Total Assets (Total Current Assets + Total Long-Term Assets)** | **$ 2,704,567.15** | **$ 2,636,355.90** | **$ 2,922,669.78** |
|  | | | |
| Accounts Payable | $ 661,206.35 | $ 594,636.61 | $ 509,551.30 |
| Notes Payable | $ - | $ - | $ - |
| Other | $ - | $ - | $ - |
| **Total Liabilities** | **$ 661,206.35** | **$ 594,636.61** | **$ 509,551.30** |
|  | | | |
| Paid-in Capital | $ 2,737,176.00 | $ 3,082,795.87 | $ 3,484,609.72 |
| Retained Earnings | $ 1,179,338.62 | $ 2,900,299.22 | $ 6,874,428.83 |
| **Total Owner's Equity (Total Assets - Total Liabilities)** | **$ 2,043,360.80** | **$ 2,041,719.29** | **$ 2,413,118.48** |
| **Total Liabilities & Equity (Total Liabilities/Total Owner's Equity)** | **32.36%** | **29.12%** | **21.12%** |

|  |  |  |  |
| --- | --- | --- | --- |
| **Cash Flow Projection** | | | |
|  | **FY2019** | **FY2020** | **FY2021** |
| Operating Cash Beginning | $ 576,577.67 | $ 692,021.29 | $ 1,181,927.58 |
|  | | | |
| **Sources of Cash** | $ - | $ - | $ - |
| Receivables | $ 21,998.27 | $ 22,477.42 | $ 27,536.11 |
| Sales | $ 1,645,836.99 | $ 2,117,680.96 | $ 3,919,092.31 |
| Others | $ - | $ - | $ - |
| **Total Cash** | $ 2,244,412.93 | $ 2,832,179.67 | $ 5,128,556.00 |
|  | | | |
| **Expenditures** | | | |
| Rent | $ - | $ - | $ - |
| Insurance | $ 311,575.32 | $ 311,588.64 | $ 311,751.07 |
| Utilities | $ 182,018.18 | $ 182,446.54 | $ 184,366.74 |
| Salary (Including Tax) | $ 499,541.28 | $ 537,903.80 | $ 576,684.81 |
| Maintenance & Supplies | $ 71,939.53 | $ 79,280.09 | $ 81,623.77 |
| **Total Expenditures** | $ 1,065,074.31 | $ 1,111,219.07 | $ 1,154,426.39 |
| **Net Income/Loss (Total Cash - Total Expenditures)** | **$ 1,179,338.62** | **$ 1,720,960.60** | **$ 3,974,129.61** |