




The Educare Learning Center


# BUSINESS PLAN


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Education a Birth Right, Not a Privilege


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# Executive Summary

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## Business Overview



TIP

Many high school students and parents see a university/college degree as a requirement for success in the job market, making preparation for university/college success critical. The Educare Learning Centre is a non-profit focused on improving high school student preparedness for university/college reading and writing. It offers both one-on-one tutoring services and educator workshops for a two-pronged approach. The Educare Learning Centre...

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## Market Summary



TIP

Public education has seen a significant change since 2010 when the curriculum was overhauled to cover more content within each school year. The effect of this change and the increased desire of parents wanting their child to attend university/college are having a direct impact on the tutoring industry; which has growth projections of over 7% per year. With the demand for tutoring services increasing, creating a niche within the market will be critical. The Educare Learning Centre will focus on providing high quality tutoring services...

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## Marketing Summary



TIP

The Educare Learning Centre's key strategy is to be actively engaged in the Ottawa community and to be seen as an expert in preparing high school students for university/college reading and writing. The Educare Learning Centre will achieve this by attending community events to promote their services. A secondary strategy will be to attend and present at educator conferences and events. This will generate interest in the educator community. The Educare Learning Centre will also utilize social media to reach a wider audience...

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## Financial Summary



**TIP**

\$24,350 will be needed to start the business with \$15,000 in funding coming from Futurpreneur Canada and \$10,000 from a Trudeau Foundation grant. In the first year of business, The Educare Learning Centre plans on generating just over \$160,000 in sales and securing \$25,000 in grants with expenses estimated at \$100,000. By the second year, The Educare Learning Centre plans to increase sales by 20% to \$195,000 while expenses will remain re

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# Business Description

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## Business Overview



TIP

The Educare Learning Centre is a tutoring company dedicated to helping launch high school students on a successful journey at university and/or college by improving their literacy skills. The Educare Learning Centre was established on 01/01/2014.

The Educare Learning Centre is a bilingual service non-profit focus school literacy improvement. Through one-on-one student tutoring

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## Educare's History



TIP

Jerry Yarrick conceived the launch of The Educare Learning Centre three years ago prompted by the struggles she faced in her first few months at the University of Ottawa.

Ms. Yarrick felt unprepared to meet the writing requirements of her courses and sought out a teaching assistant to provide tutoring services. Through her university degree, Ms. Yarrick surveyed other university students

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## Management



TIP

The Educare Learning Centre is a federally incorporated non-profit with a four-member board of directors. Ms. Yarrick will be the managing director on the board responsible for running educator workshops and volunteer recruitment.

Ms. Yarrick will work with Max Zao, a full-time board member of The Educare Learning Centre. Mr. Zao will be responsible for business development consultant for educator workshop content creation. Mr. Zao is a teacher

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## Location



TIP

The Educare Learning Centre will be a home office. The Educare Learning Centre will be located at 2898 Baycrest Dr., Ottawa, ON K1V 6P4. This location will be the non-profit's headquarters, however, one-on-one tutoring sessions will take place at donated venues. The venues secured are walking distance for the majority of students, close to a number of schools, and easily accessible by public transit for volunteer tutors traveling from Carleton University.

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## Legal Structure



TIP

The Educare Learning Centre is a corporation. The Educare Learning Centre will operate as a federally incorporated non-profit that is also registered in Ontario.

The Educare Learning Centre consulted with a board member, Bridgette Kohl, a local corporate lawyer before deciding to incorporate. It was decided that The Learning Literacy Centre should incorporate to protect its name and as a recognized non-profit.

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## Vision & Mission



TIP

To be an advocate for improving high school students' reading/writing skills for post-secondary education, helping all students achieve success regardless of academic or financial circumstances.

To train educators on how they can better prepare students for post-secondary success while providing one-on-one reading and writing tutoring that and supports students' success on an individual basis.

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## Goals & Objectives



TIP

- Enrolment of two school boards in ongoing educator workshops by September 2014 with monthly revenues of \$15,000.
- The steady base of 20 students partaking in pay-what-you-can tutoring services each month by July 2014.
- \$25,000 in grant funding secured by December 2014.

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## Professional Advisors



TIP

In addition to Mr. Zao and Ms. Yarrick, The Educare Learning Centre will have two other board members. The Educare Learning Centre will rely on Bridgette Kohl both as a parent advocate in the community and lawyer for matters surrounding the start-up of the business. In addition, Christy Mannon, Superintendent of Student Success with the Ottawa Catholic School Board will be the final board member providing a background in education as

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# Market Analysis

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## Industry Analysis



TIP

The Educare Learning Centre operates primarily in the service industry.

The Canadian tutoring industry is divided amongst national franchises such as Sylvan, Oxford, and Kumon, smaller local franchise companies, and lastly multiple one-person operations and online resources. This divergent make-up coupled with a lack of government regulation has created a low bar

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## Local Market



TIP

Ottawa has a variety of tutoring services available, from single tutor operations to national franchises. There are 78 services listed for the Ottawa area on [moretutors.ca](#). This excludes the large franchises like Oxford Learning Centre and Kumon that also have locations in Ottawa. Based on reviewing [YellowPages.ca](#), The Educare Learning Centre has determined there are roughly 15 reading and writing tutoring services actively marketing

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## Target Market

The Educare Learning Centre is focused on selling both to consumers (B2C) and businesses (B2B).



TIP

1. Single or married households with children in high school (demographics)
2. Students planning on attending university/college (lifestyle)
3. Family income: \$50,000 (demographics)
4. Parents desiring that their children attend university/college (lifestyle)
5. Students anxious about being prepared for university/college

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Target Market profile for The Educare Learning Centre consumers:

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TIP

1. English and French secondary school boards (industry)
2. School principals looking for Professional Development (PD) workshops (decision-makers)
3. Superintendents focused on innovation in education (decision-makers)
4. Schools invested in finding ways to support student success (organizational culture)

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## Target Market profile for The Educare Learning Centre businesses:

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## Keys to Success



TIP

A consistent visibility program will be essential to gain students for one-on-one tutoring and to gain traction with educators that students are seeking out ways to better prepare for post-secondary reading and writing requirements. The Educare Learning Centre will be focused on engaging the community by participating in education-related activities throughout the Ledbury, Heron Gate, Ridgemont, Elmwood areas. The Educare Learning Centre will look

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## Customer Survey Summary



TIP

During the initial business planning stages of The Educare Learning Centre, Ms. Yarrick interviewed a series of university students, professors, and parents of university students throughout the downtown Ottawa core. Using a tablet to track responses, she surveyed 50 people (25 students, 9 professors, 16 parents) during November and December 2013. Over 80% of students surveyed acknowledged that their writing and reading skills did not

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# Competitive Analysis

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## Key Competitors / SWOT Analysis



**TIP**

The Educare Learning Centre has two lines of business both working to achieve its mission-vision. As such, we've included a separate SWOT analysis for each line of business. For direct one-on-one tutoring services:

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### A+ Tutors for Less

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#### Strengths

- Well established
- Marketed as low cost tutoring option
- Online presence

#### Weaknesses

- Tutoring only provided "In Home"
- Student reviews of tutors are poor

#### Opportunities

- Engaging peer tutors
- Low cost destination tutoring service

#### Threats

- May decide to start tutoring from offsite locations

### The Educare Learning Centre

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## Strengths

- Familiar with local community
- Network of university/college aged tutors

S

## Weaknesses

- Not an established brand in Ottawa

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## Opportunities

- Decrease anxiety about post-secondary success
- Provide peer aged tutors to engage students

O

T

## Threats

- High schools/libraries may start charging for space usage

# Sales & Marketing

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## Pricing Strategy



TIP

Fees range from the low end of \$20/hour to \$55/hour for established tutoring companies like Oxford Tutoring for one-on-one tutoring. Fees for full-day educator workshops range from \$600 - \$1000 depending on the area of expertise.

Competition: \$45/hour plus an assessment fee and \$995 for a large workshop

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## Marketing Strategy



TIP

*Networking in the Ledbury, Heron Gate, Ridgemont Elmwood community*

Becoming part of the local community fabric will be critical for the success of the business. The marketing strategy will be to attract parents and students who are feeling pressure to succeed at university/college or who are anxious about starting post-secondary education. The Educare Learning Centre strategy is to be an active member of the community, engaged in f

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## Networking

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TIP

A secondary strategy will be for Mr. Zao to attend education conferences and secure speaking engagements to promote the need to help high school students succeed in post-secondary education. Appearing on the conference agenda will increase the visibility of The Educare Learning Centre within the education community and will increase the reputation and credibility of the organization with educators and parents.

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## Conferences

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TIP

In social media, The Educare Learning Centre will focus on announcing tutor availability, tutor insights, tutor biographies, and re-tweeting excerpts from Mr. Zao's talks to students and educators. This will be an effective way to communicate directly with the student market and empower them to drive their own educational goals.

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## Social Media: Twitter

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TIP

### ***Primary marketing activity***

The Educare Learning Centre's primary marketing activity will be networking throughout the south Ottawa area, specifically the neighborhoods of Ledbury, Heron Gate, Ridgemont, and Elmwood. Specific activities include events hosted at Hub Ottawa, high school student information sessions, and parent meetings. Representatives attending will be professionally dressed.

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## Marketing Activities

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TIP

**Goal #1:** Workshops running in three of four school boards by October 2014

**Goal #2:** Eight reoccurring students seeking tutoring twice a week by March 2013.

**Goal #3:** Four networking or community events a month.

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## Marketing Objectives

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## Positioning Statement



TIP

The Educare Learning Centre is a non-profit focused on achieving high school student's success at university/college through tutoring and educator workshops.

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## The Sales Process



TIP

The Educare Learning Centre's sales cycle is one-two months.

The Educare Learning Centre's sales process is focused on securing educator workshops, as these are the primary revenue for the non-profit. At the start, The Educare Learning Centre will rely heavily on the network of its full-time board member, Mr. Zao.

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## Strategic Alliances



TIP

The Educare Learning Centre has a strategic alliance with Hub Ottawa to help promote the non-profit through its social innovation center, helping to establish The Educare Learning Centre as part of the local community. The Educare Learning Centre has also developed a strategic relationship with the Ontario School Counsellors' Association to promote their tutoring services to members in the Ottawa area. The Educare Learning Centre has leveraged the

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# Operations

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## Location(s)



TIP

The Educare Learning Centre's head office will be the residence of its managing director, Ms. Yarrick at 2898 Baycrest Dr., Ottawa, ON K1V 6P4. The Educare Learning Centre will not own or lease a physical location for their operations. Instead, they have negotiated the donation of space by the Ottawa Public Library at their Alta Vista and Sunnyside locations. St. Patrick's Intermediate School and the University of Ottawa have also agreed

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TIP

The Educare Learning Centre website will launch/launch on 01/03/2014.

The Educare Learning Centre has entered an agreement to set up and host their website on GoDaddy.ca. The website will highlight The Educare Learning Centre's services, one-on-one tutoring and educator workshops, and its board of directors. The strategy is to create awareness of and credibility for Educare Learning Centre as a non-profit focused on improving high

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## Website

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TIP

The Educare Learning Centre hired a freelance web developer to install WordPress onto their GoDaddy account. In November The Educare Learning Agency purchased "The Brand Identity Pack" from 99designs.ca, which provided print collateral, a logo, and a Facebook cover image. The Educare Learning Agency has opted to incorporate this logo with a free WordPress theme for the website's look and feel.

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## Website Development

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## Legal Issues





**TIP**

The Educare Learning Centre anticipates the following legal issues:

- Business licenses
- Registering employees
- Contract agreements (partnerships, independent contractors, etc.)

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## Insurance Issues



**TIP**

The Educare Learning Centre requires liability insurance.

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## Human Resources



**TIP**

The Educare Learning Centre will have 1 – 10 full-time staff.

The Educare Learning Centre will have 0 part-time staff.

The Educare Learning Centre will open with two full-time employees and one full-time board member. Ms. Yarrick, managing director, will be the organization's full-time instructor and volunteer coordinator. The Ec

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## Process/Production



TIP

### The Educare Learning Centre Process – Student Tutoring

Parent registers their child for tutoring via the website and selects a primary and secondary date/time/location for where they would like their tutoring session to take place. Parents will be required to digitally sign the waiver, including liability issues, to complete their registration. At this time, parents will commit their child to four weeks of tutoring.

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## The Educare Learning Centre Process – Student Tutoring

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TIP

Teachers, principals, literacy advisors, or parents would contact The Educare Learning Centre to inquire about booking one or both of their workshops:

1. Critical Review & Reasoning
2. The Art of Arguing

The Educare Learning Centre administrator will confirm the date and

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## The Educare Learning Centre Process – Educator Workshops

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## Risk Assessment



TIP

The Educare Learning Centre will be spending the majority of its marketing efforts attending community events and networking within the educator community to build credibility and exposure with both parents and educators. However, if these efforts prove ineffective at generating the target number of educator workshops, The Educare Learning Centre will look into paid advertisements with the Ontario Teacher's Federations' trade publication, *Ontario Teacher*, and the Ontario Education Association's trade publication, *Ontario Education*.

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# Financial Plan

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## Start-Up Costs

### Sales Forecast

#### Key Assumptions for The Educare Learning Centre

- No sales in the first month due to extensive networking
- Slowest months: July/Aug – summer vacations
- Average hourly rate: \$20 or pay-what-you-can tutoring
- Each student, on average, will attend two tutoring sessions per week
- Each student, on average, will have two months of tutoring
- Workshop cost: \$795

#### Year One Sales Forecast (Including Assumptions)

##### **January - \$10,000**

- Launched the business
- \$10,000 – Trudeau Foundation grant
- Personalized emails from Mr. Zao to priority network contacts introducing educator workshops, approximately 25/week.
- Ten follow up meetings with Mr. Zao's contacts interested in more information on educator workshops.
- Attended the "Brown Bag Lunch: Learning is for Life" event at Hub Ottawa
- Attended Canadian Public Education Society monthly meeting
- Attended Community Hub meeting for Conseil des écoles publiques de l'Est de l'Ontario (CEPEO)
- Published four to five tweets/week to a @LLcentreCAN Twitter account.
- Submitted grant to The W. Garfield Weston Foundation.

##### **February - \$4,615**

- \$640 – pay-what-you-can tutoring for four students for four weeks
- \$3,975 – Five Workshop Pilot program with Notre Dame High School
- Attended a conference on Literacy Development
- Ten follow up meetings with Mr. Zao's contacts interested in more information on educator workshops
- Visited the local YMCA and add tutoring service to the online community bulletin board
- Hosted Q&A at a student information session at the University of Ottawa
- Attended Education Innovation Reception with Carleton University at Ottawa Hub
- Published four to five tweets/week to @LLcentreCAN Twitter account.
- Submitted grants to Birks Family Foundation and Roaster Foundation.

## March - \$6,525

- \$960 – pay-what-you-can tutoring for eight students for four weeks
- \$4770 – Six trial workshops with Ottawa-Carleton District School board through Canterbury High school and Glebe Collegiate Institute
- \$795 - Workshop hosted at Redeemer Christian High School
- Negotiations with Ottawa-Carleton Catholic School board for additional workshops
- Five follow up meetings with Mr. Zao's contacts interested in more information on educator workshops
- Hosted a Panel Discussion at the University of Ottawa on "The Skills Gap: high school to university writing"
- Published four to five tweets/week to @LLcentreCAN Twitter account.

## April - \$20,680

- \$1,600 – pay-what-you-can tutoring for 10 students for 4 weeks
- \$15,900 – Contract signed for 20 workshops with the Ottawa-Carleton Catholic School board as part of their Student Success initiative
- \$1,590 – Two Workshops with Ridgemont High School via the Ottawa-Carleton District School board
- \$1,590 – Two Workshops with Ottawa Learner
- Five follow up meetings with Mr. Zao's contacts interested in more information on educator workshops
- Attended Wine and Cheese Ottawa-Carleton District School board "Meet Your Trustees" event
- Joined "Impact Academy" springs session at Hub Ottawa
- Published four to five tweets/week to @LLcentreCAN Twitter account.

## Capital Requirements and Use of Funds

The Educare Learning Centre's "revenues" come from donations and the solicitation of donations from both individuals and corporations.

### Capital Requirements and Use of Funds

The Educare Learning Centre is currently seeking donations totaling \$300,000 in order to hire new staff and expand its program offerings.

Specifically, these funds will be used as follows:

- Salaries: \$X,000
- Administrative Expenses: \$X,000 to pay for lease costs and ongoing operational expenses

## Income Statement Projections

	Year1	Year2	Year3	Year4	Year5
Revenues					
Product/Service A	\$151,200	\$333,396	\$367,569	\$405,245	\$446,783
Product/Service B	\$100,800	\$222,264	\$245,046	\$270,163	\$297,855
<b>Total Revenues</b>	\$252,000	\$555,660	\$612,615	\$675,408	\$744,638
<b>Expenses &amp; Costs</b>					
Cost of goods sold	\$57,960	\$122,245	\$122,523	\$128,328	\$134,035
Lease	\$60,000	\$61,500	\$63,038	\$64,613	\$66,229
Marketing	\$20,000	\$25,000	\$25,000	\$25,000	\$25,000
Salaries	\$133,890	\$204,030	\$224,943	\$236,190	\$248,000
Other Expenses	\$3,500	\$4,000	\$4,500	\$5,000	\$5,500
<b>Total Expenses &amp; Costs</b>	\$271,850	\$412,775	\$435,504	\$454,131	\$473,263
<b>EBITDA</b>	(\$19,850)	\$142,885	\$177,112	\$221,277	\$271,374
Depreciation	\$36,960	\$36,960	\$36,960	\$36,960	\$36,960
EBIT	(\$56,810)	\$105,925	\$140,152	\$184,317	\$234,414
Interest	\$23,621	\$20,668	\$17,716	\$14,763	\$11,810
PRETAX INCOME	(\$80,431)	\$85,257	\$122,436	\$169,554	\$222,604
Net Operating Loss	(\$80,431)	(\$80,431)	\$0	\$0	\$0
Income Tax Expense	\$0	\$1,689	\$42,853	\$59,344	\$77,911
<b>NET INCOME</b>	(\$80,431)	\$83,568	\$79,583	\$110,210	\$144,693
<b>Net Profit Margin (%)</b>	-	15.00%	13.00%	16.30%	19.40%

## Balance Sheet Projections

	Year1	Year2	Year3	Year4	Year5
ASSETS					
Cash	\$16,710	\$90,188	\$158,957	\$258,570	\$392,389
Accounts receivable	\$0	\$0	\$0	\$0	\$0
Inventory	\$21,000	\$23,153	\$25,526	\$28,142	\$31,027
<b>Total Current Assets</b>	\$37,710	\$113,340	\$184,482	\$286,712	\$423,416

	Year1	Year2	Year3	Year4	Year5
Fixed assets	\$246,450	\$246,450	\$246,450	\$246,450	\$246,450
Depreciation	\$36,960	\$73,920	\$110,880	\$147,840	\$184,800
Net fixed assets	\$209,490	\$172,530	\$135,570	\$98,610	\$61,650
<b>TOTAL ASSETS</b>	\$247,200	\$285,870	\$320,052	\$385,322	\$485,066
<b>LIABILITIES &amp; EQUITY</b>					
Debt	\$317,971	\$272,546	\$227,122	\$181,698	\$136,273
Accounts payable	\$9,660	\$10,187	\$10,210	\$10,694	\$11,170
<b>Total Liabilities</b>	\$327,631	\$282,733	\$237,332	\$192,391	\$147,443
Share Capital	\$0	\$0	\$0	\$0	\$0
Retained earnings	(\$80,431)	\$3,137	\$82,720	\$192,930	\$337,623
<b>Total Equity</b>	(\$80,431)	\$3,137	\$82,720	\$192,930	\$337,623
<b>TOTAL LIABILITIES &amp; EQUITY</b>	\$247,200	\$285,870	\$320,052	\$385,322	\$485,066

## Cashflow Projections

<b>CASH FLOW FROM OPERATIONS</b>	Year1	Year2	Year3	Year4	Year5
Net Income (Loss)	(\$80,431)	\$83,568	\$79,583	\$110,210	\$144,693
Change in working capital	(\$11,340)	(\$1,625)	(\$2,350)	(\$2,133)	(\$2,409)
Depreciation	\$36,960	\$36,960	\$36,960	\$36,960	\$36,960
<b>Net Cash Flow from Operations</b>	(\$54,811)	\$118,902	\$114,193	\$145,037	\$179,244
<b>CASH FLOW FROM INVESTMENTS</b>					
Investment	(\$246,450)	\$0	\$0	\$0	\$0
<b>Net Cash Flow from Investments</b>	(\$246,450)	\$0	\$0	\$0	\$0
<b>CASH FLOW FROM FINANCING</b>					
Cash from equity	\$0	\$0	\$0	\$0	\$0
Cash from debt	\$317,971	(\$45,424)	(\$45,424)	(\$45,424)	(\$45,424)

<b>CASH FLOW FROM OPERATIONS</b>	<b>Year1</b>	<b>Year2</b>	<b>Year3</b>	<b>Year4</b>	<b>Year5</b>
<b>Net Cash Flow from Financing</b>	\$317,971	(\$45,424)	(\$45,424)	(\$45,424)	(\$45,424)
SUMMARY					
Net Cash Flow	\$16,710	\$73,478	\$68,769	\$99,613	\$133,819
Cash at Beginning of Period	\$0	\$16,710	\$90,188	\$158,957	\$258,570
<b>Cash at End of Period</b>	\$16,710	\$90,188	\$158,957	\$258,570	\$392,389