




Kidzvilla - Child Day Care


Every child is special..

Business Plan [YEAR]

Prepared By

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1.

Executive Summary

Executive Summary

Objectives

Mission

Keys to Success

Executive Summary



TIP

Kidzvilla Community College aims to prepare its students to excel as young leaders of tomorrow by combining an exclusive collegiate-based curriculum tailored specifically for children with enhanced, first-class childcare services. Unlike our competitors, we offer advanced technology programs, after school tutoring, and activities such as arts and crafts, dance,

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Objectives



TIP

1. Sales increasing to almost double first-year sales by the end of Fiscal 2004.
2. Maintain a high raw gross margin by the end of Fiscal 2003.
3. Open the second campus by the end of Fiscal 2003.

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Mission



TIP

"Some of the best years in life are the time spent as a child and later our collegiate years..." As working adults in a fast-paced society, we sometimes forget just how precious and fleeting those years are.

With that in mind, imagine an alternative to the tradi

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Keys to Success



TIP

The keys to success for KCC are:

- Marketing: differentiating KCC's caregiving and educational services from traditional daycare offerings and interest activity programs
- Service quality: caregiving and educational pr

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2.

Business Overview

Company Summary

Ownership

Start-up Summary

Locations and Facilities

Company Summary



TIP

Kidzvilla Community College - Lake St. Charles Campus will be located in Riverview, FL. The College will employ six fundamentals that will serve as the driving force for the services offered:

Premier Care-Giving Services

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Ownership



TIMOTHY BERNARD KILPATRICK

Founder and president timothyb@example.com

Kidzvilla Community College is a privately-held proprietorship owned in majority by its founder and president, Timothy Bernard Kilpatrick, Sr. There are also two silent partners, neither of whom owns more than 10%, but will be active participants in daily operations, management decisions, and consulting, though they do not own a financial stake in the company.

Once the operation reaches its anticipated growth and profitability goals, the college plans to franchise and will re-register as a limited liability company or as a corporation, whichever will better suit the future business needs.

Start-up Summary

Start-up	Amount
Start-up Expenses	
Legal	\$1,000
Stationery	\$250
Brochures	\$500
Insurance	\$1,500
Rent	\$8,250
R&D	\$500
Consultants	\$1,000

Start-up	Amount
Playground Equipment	\$3,500
Playground Prep	\$700
Playground Fence	\$3,000
Furnishings	\$7,500
Toys	\$3,000
Buildout	\$8,750
Total Start-up Expenses	\$39,450
Start-up Assets	
Cash Required	\$65,550
Other Current Assets	\$14,130
Long-term Assets	\$0
Total Assets	\$79,680
Total Requirements	\$119,130

	Amount
Start-up Funding	
Start-up Expenses to Fund	\$39,450
Start-up Assets to Fund	\$79,680
Total Funding Required	\$119,130
Assets	
Non-cash Assets from Start-up	\$14,130
Cash Requirements from Start-up	\$65,550
Additional Cash Raised	\$0
Cash Balance on Starting Date	\$65,550
Total Assets	\$79,680

Capital	
Planned Investment	
Owner - Kilpatrick Cash	\$45,000
Owner - Kilpatrick Credit Line	\$12,500
Other Assets Invested	\$1,630
Additional Investment Requirement	\$0
Total Planned Investment	\$59,130
Loss at Start-up (Start-up Expenses)	(\$39,450)
Total Capital	\$19,680
Total Capital and Liabilities	\$79,680
Total Funding	\$119,130

Locations and Facilities



TIP

Kidzvilla Community College will begin with one location - a newly constructed 3,600 square foot campus in Riverview, FL located near the entrance of the upscale Lake St. Charles subdivision. The campus is in the Lake St. Charles Medical Professional center and will boast separate halls for arts and crafts, theatre and dance, information technology, library a

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3.

Services

Service Description

Competitive Comparison

Sales Literature

Fulfillment

Technology

Future Services



TIP

Kidzvilla Community College offers upscale child care services and an advanced collegiate based curriculum designed for kids ages 4 months to 5 years and 1st through 5th grades. Normal operating hours will be 6:45 am to 6:30 pm, Monday through Friday - with the observance of all major legal holidays. Early drop-off service will be offered as ne

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Service Description



TIP

Upon its opening, Kidzvilla Community College will offer four basic services in the Lake St. Charles community:

- Full-time Child Day Care
- Part-time/After School Care (including drop-off

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Competitive Comparison



TIP

The child care industry as a whole is saturated. However, based on US Census 2000 data, Hillsborough County Child Care Services provider listings, and Hillsborough County building permit records, the city of Riverview, Florida itself is growing and has few licensed child care facilities. Kidzvilla Community College intends to fill this local market need.

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Sales Literature



TIP

A copy of the Kidzvilla Community College informational brochure is attached in an appendix at the end of this document.

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Fulfillment



TIP

The key fulfillment and delivery of services will be provided by the campus director, licensed campus instructors, and staff workers. The real core value is the professional strength and industry expertise of the founder and silent partners, staff experience and certifications, education, and hard work (in that order).

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Technology



TIP

Since the company founder has an extensive Information Technology background, it's only natural that Kidzvilla Community College will employ and maintain the latest technology to enhance its curriculum, office management systems, payment processing, and record-keeping.

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Future Services



TIP

Three additional campuses are planned in the rural Tampa marketplace over the next four years. Franchise start-ups will be offered in the Orlando, Miami, and Jacksonville marketplace after 2 years of successful operation.

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4.

Market Analysis

Industry Analysis

Market Segmentation

Market Analysis

Target Market Segment Strategy

Service Business Analysis

Main Competitors

Industry Analysis



TIP

Kidzvilla Community College offers services that are vitally important in today's fast-paced, dual-income world. As an increasing number of families have become dependent on two incomes, the need for quality childcare has skyrocketed. According to Florida Business Statistics, 84.6% of licensed childcare facilities succeed and make a profit in their 1st year of operation.

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Market Segmentation



TIP

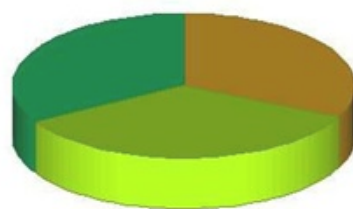
Kidzvilla Community College has a focus on meeting the local community's need for childcare services within the 10-mile radius of Riverview. Students will be taken inflexibly on either a full-time or part-time basis.

Full-Time Working Couples

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Market Analysis



■ Under 5 Years
■ 5 to 9 Years
■ 10 to 12 Years

Potential Customers	Growth	Year1	Year2	Year3	Year4	Year5	CAGR
Under 5 Years	6%	2665	2825	2995	3175	3366	6.01%
5 to 9 Years	6%	2865	3037	3219	3412	3617	6.00%
10 to 12 Years	6%	2771	2937	3113	3300	3498	6.00%

Potential Customers	Growth	Year1	Year2	Year3	Year4	Year5	CAGR
Total	6%	8301	8799	9327	9887	10481	6.00%

Target Market Segment Strategy



TIP

The target market for Kidzvilla Community College is full-time working couples. Referral marketing, direct-mail campaigns, and community activity days will be the primary types of marketing strategies utilized. Maintaining and enhancing its reputation with families and in the community will be crucial in obtaining the planned market share growth of this target market.

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TIP

With inflation continuing to rise each year, the typical American family now requires dual or supplemental incomes. This trend has created a need for quality childcare services. We do not see this model changing in the foreseeable future. In fact, based on the growth in the Riverview area specifically the new Lake St. Charles and Village of

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Market Needs

Start writing here...



TIP

Currently, there are more family caregivers than licensed childcare facilities nationwide. However, this business model can't keep up with the needs of the growing childcare industry. In the family caregiver paradigm, space is limited and quality of care is questionable - in many cases viewed as only slightly higher quality than babysitter services.

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Market Trends

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TIP

According to the US Census 2000 data, the population growth rate for Hillsborough County is approximately 2%, which is reflected in the market analysis summary. However, the Riverview area of Hillsborough County is experiencing a residential construction boom, yielding well over a 14.6% growth. This is supported by data obtained from the

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Market Growth

Start writing here...

Service Business Analysis



TIP

Kidzvilla Community College is in the childcare services industry, which includes several models:

1. Licensed Child Care Facilities: Business facilities that offer child daycare services.

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TIP

1. Licensed Child Care Centers: Kids Kountry, Lapetite Academy, Mary Go Round Child Care Center and Bloomingdale Academy. While these centers are within the 10-mile radius target area, none are inside a 5-mile radius of the Lake St. Charles community. None of these facilities are nationally accredited.

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Business Participants

Start writing here...



TIP

Price, service, certification, and reputation are critical success factors in the childcare services industry. Kidzvilla Community College will compete well in our market by offering competitive prices, high-quality childcare services, and leading-edge educational programs with certified, college educated instructors and by maintaining an excellent reputation with parents.

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Competition and Buying Patterns

Start writing here...

Main Competitors



TIP

1. **Catholic Church Day Care:**
 - o Strengths: Large church congregation. Already established in the market.
 - o Weaknesses: May not appeal to customers with different religious beliefs. Unlicensed facility. Non-accredited.

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Start Writing here...

5.

Strategy and Implementation

Strategy and Implementation Summary

Value Proposition

Competitive Edge

Marketing Strategy

Sales Strategy

Strategic Alliances

Milestones

Strategy and Implementation Summary



TIP

Kidzvilla Community College will focus on two subdivisions: 'Lake St. Charles' and 'The Villages of Lake St. Charles,' which are new upscale community developments within a 2 square mile radius and boast over 900 new homes.

The target customers are dual-income, middle-class

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Value Proposition



TIP

Kid's Community College's® value proposition is quite clear and quite easily distinguished from others in the market. We offer uniquely premium child care services, as measured by the curriculum and activities offered, experience, and educational level of the instructors, community involvement, and community college theme.

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Competitive Edge



TIP

We start with a critical competitive edge: there is no competitor in our market that is offering our concept, quality of the educational program, and child care services. Our educational approach is unique and we have a resource with over 25 years of childcare expertise and over 17 years of technology savvy. Our positioning on these points is very hard to match.

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Marketing Strategy



TIP

Marketing in the child care industry depends largely on reputation and referral. At Kidzvilla Community College that reputation will start within our community bolstered by our involved commitment to those we serve.

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TIP

For families who value the importance of higher education and quality childcare services, Kidzvilla Community College offers a great alternative to traditional childcare services and specific interest-based programs. Unlike those programs, KCC combines child care services with a modified collegiate level curriculum, just for kids!

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Positioning Statement

Start writing here...



TIP

Kidzvilla Community College must charge appropriately for the high-end, high-quality educational, and caregiving services we offer. Our revenue structure has to support our cost structure, so the salaries we pay to assure quality services must be balanced by the revenue we charge.

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Pricing Strategy

Start writing here...



TIP

We will depend on client referrals, community exposure, and direct mail campaigns as our main way to reach new clients. As we change strategies, however, we need to change the way we promote ourselves:

1. **Advertising**--We'll be developing our core pos

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Promotion Strategy

Start writing here...



TIP

Catered open houses, parent survival days/nights, clubhouse pool parties, and weekend movie matinees are but a few approaches we will utilize to reach out to our community. We will also develop and maintain partnerships with local businesses that cater to the needs of children.

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Marketing Programs

Start writing here...

Sales Strategy



TIP

Kidzvilla Community College will sell its community college theme, services, and offerings, separating itself from traditional daycare-only offerings.

We will be a one-stop-shop for child care services, advanced learning, and specialized program offerings. We will also be active

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Start Writing here...



TIP

The following table and chart give a run-down on forecasted sales. A detailed spreadsheet is also included in the appendix of this business plan.

For the first eight months of operation, Kidzvilla Community College has assumed a conservative enrollment due to the fact

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Sales Forecast

	Year1	Year2	Year3
Unit Sales			
Full-time Couples	199	455	512
After School Care	141	220	248
Summer Camp	26	29	31
Part-time	12	14	16
Workers/Drop-Ins			
Total Unit Sales	378	718	807
Unit Prices	2003	2004	2005
Full-time Couples	\$460.00	\$460.00	\$460.00
After School Care	\$240.00	\$240.00	\$240.00
Summer Camp	\$460.00	\$460.00	\$460.00
Part-time Workers/Drop-Ins	\$100.00	\$100.00	\$100.00
Sales			
Full-time Couples	\$91,540	\$209,300	\$235,520
After School Care	\$33,840	\$52,800	\$59,400

	Year1	Year2	Year3
Summer Camp	\$11,960	\$13,340	\$14,352
Part-time Workers/Drop-Ins	\$1,200	\$1,380	\$1,587
Total Sales	\$138,540	\$276,820	\$310,859
Direct Unit Costs	2003	2004	2005
Full-time Couples	\$13.34	\$13.82	\$13.82
After School Care	\$4.56	\$4.75	\$4.75
Summer Camp	\$13.80	\$13.80	\$13.80
Part-time Workers/Drop-Ins	\$0.00	\$0.00	\$0.00
Direct Cost of Sales			
Full-time Couples	\$2,655	\$6,288	\$7,076
After School Care	\$643	\$1,045	\$1,176
Summer Camp	\$359	\$400	\$431
Part-time Workers/Drop-Ins	\$0	\$0	\$0
Subtotal Direct Cost of Sales	\$3,656	\$7,733	\$8,682



TIP

Sales programs will include incentives for obtaining quarterly financial and enrollment goals, probationary period completion, passing county inspections, and maintaining perfect attendance.

Customer service awards will be provided for those

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Sales Programs

Start writing here...

Strategic Alliances



As mentioned previously, Kidzvilla Community College will form professional alliances with Impact Fitness to offer Drop-In child care services while parents work out. We will also partner with Family Pediatrics to provide referrals of their existing customers. A discounted rate will be offered in both cases.

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Milestones



No example added yet..

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The accompanying table highlights important start-up milestones, with dates, completion status, responsible parties, and budgets for each. The milestone schedule indicates our emphasis on planning for implementation.

What the table doesn't show is the commitment behind it. Our business plan includes complete provisions for plan-vs.-actual analysis, and we will hold monthly follow-up meetings to discuss the variance and course corrections.

Milestone	Start Date	End Date	Budget	Manager	Department
Business Plan	8/1/2002	9/30/2002	\$200	Tim Kilpatrick	Department
Lease RFP	7/15/2002	7/30/2002	\$0	Tim Kilpatrick	Department
Site Selection	8/1/2002	9/15/2002	\$0	Tim Kilpatrick	Department
Architect Design	9/15/2002	10/1/2002	\$0	Zimmer	Department
Secure Additional Funding	10/1/2002	10/30/2002	\$500	Tim Kilpatrick	Department
Sign Lease	10/15/2002	10/30/2002	\$4,500	Tim Kilpatrick	Department
Personnel Plan	10/1/2002	10/30/2002	\$0	Tim Kilpatrick	Department
Curriculum Development	10/1/2002	12/31/2002	\$500	Candice Harris	Department
County Certification Req	9/20/2002	12/31/2002	\$100	Tim Kilpatrick	Department
Licensing	12/1/2002	12/31/2002	\$0	Tim Kilpatrick	Department

Milestone	Start Date	End Date	Budget	Manager	Department
Totals			\$5,800		

6.

Web Plan

Web Plan Summary

Website Marketing Strategy

Development Requirements

Web Plan Summary



TIP

The Kidzvilla Community College website will be the virtual business card and portfolio for the college, as well as its online "home."

It will showcase the campus, curriculum, and activity calendar for the school. It will also provide for an Internet background of the in

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Website Marketing Strategy



TIP

The Kidzvilla Community College website will embody the mission of the college. It will not only offer visitors the opportunity to "look around" the campus, but it will give them a good idea of the level of quality and service they can come to expect from the college.

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Development Requirements



TIP

The Kidzvilla Community College website will be developed by the college founder, Timothy B. Kilpatrick, Sr., who has over 17 years of Information Technology experience. Formation Technologies will host the site.

The site will be developed using Macromedia Dream

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7.

Management & Organizational Structure

Management Summary

Organizational Structure

Management Team

Management Team Gaps

Personnel Plan

Management Summary



TIP

The opening management team of Kidzvilla Community College will consist of the founder, a silent partner, a campus director, and an administrative assistant.

As the college grows, gradual investments in the instr

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Organizational Structure



TIP

Kidzvilla Community College depends on the founder, silent partner, Campus Director, and VP of Education Operations for management in the following roles:

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Management Team



TIMOTHY B. KILPATRICK

Owner/President timothy@example.com

Sr. The Owner/President will have overall fiscal responsibility, ensuring that the business is financially sound and attains its planned goals.

17 years Executive Management (VP) and Budgeting experience Advanced degree in Computer Science Proven leadership and employee development ability. Extensive experience with budgeting methodologies and strategic planning, including the Balanced Scorecard approach.



CAROLYN STEVERSON

Industry Consultant carolyn@example.com

The Industry Consultant will be relied upon for her industry expertise, providing valuable insight to rules, regulations, and governmental programs that may benefit the college.

25 Year owner of Fat Albert Day Care Center Licensed child care facility owner. Vast knowledge of Hillsborough County Child Care Licensing requirements and government supplemental programs



CANDICE HARRIS

Campus Director candiceh@example.com

The Campus Director will be responsible for daily operations, curriculum oversight, and management of all instructors, caregivers, and tutors.

B.S. Degree in Education 2 years facilities administration/support experience with the University of South Florida

2+ years Regional Operations Manager

5+ years managerial/supervisory experience

3+ years of grant writing, technical writing, workflow, and process documentation experience

Management Team Gaps



TIP

The present team requires Child Care Development Associate credentials to support our value proposition and preparation for the 2004 Florida child care requirements. Currently, the Campus Director and Industry Consultant are the only members of the management team who have these credentials.

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Personnel Plan



TIP

The following table summarizes our personnel expenditures for the first three years, with compensation increasing from approximately \$57K in the first year to about \$113K in the third. We believe this plan is a fair compromise between fairness and experience and meets the commitment of our mission statement.

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Personnel Plan

	Year1	Year2	Year3
Campus Director	\$23,877	\$25,071	\$26,324
F/T Instructors	\$21,760	\$61,440	\$64,512
P/T Instructors	\$11,400	\$21,600	\$22,680
Total People	5	8	8
Total Payroll	\$57,037	\$108,111	\$113,516

8.

Financial Plan

Projected Profit and Loss

Projected Cash Flow

Projected Balance Sheet

Projected Profit and Loss

As the Profit and Loss table shows the Kidzvilla expects to have rapid growth in sales revenue and an increase in net profit over the next three years of operations.

	Year1	Year2	Year3
Sales	\$29,137	\$172,500	\$315,000
Direct Cost of Sales	\$6,799	\$50,350	\$93,600
Other Costs of Sales	\$0	\$0	\$0
Total Cost of Sales	\$6,799	\$50,350	\$93,600
Gross Margin	\$22,338	\$122,150	\$221,400
Gross Margin %	76.67%	70.81%	70.29%
Expenses			
Payroll	\$5,000	\$90,000	\$120,000
Marketing/Promotion	\$180	\$300	\$400
Depreciation	\$6,000	\$15	\$45,000
Building Expense	\$804	\$400	\$800
Equipment Expense	\$3,000	\$0	\$0
Utilities	\$5,719	\$8,000	\$15,000
Phone/Fax	\$1,266	\$1,500	\$1,800
Legal	\$500	\$250	\$250
Rent	\$3,996	\$0	\$0
Repair Maintenance	\$3,798	\$1,500	\$4,500
Inventory	\$966	\$1,000	\$2,500
Auto/Truck Expense	\$9,600	\$5,000	\$5,000
Total Operating Expenses	\$40,829	\$107,965	\$195,250
Profit Before Interest and Taxes	(\$18,491)	\$14,185	\$26,150
EBITDA	(\$12,491)	\$14,200	\$71,150
Interest Expense	\$5,778	\$4,877	\$3,077

	Year1	Year2	Year3
Taxes Incurred	\$0	\$2,792	\$6,922
Net Profit	(\$24,269)	\$6,516	\$16,151
Net Profit/Sales	-83.29%	3.78%	5.13%

Projected Cash Flow

Kidzvilla shows positive cash flow and the analysis is outlined in the following table. The investment of grant funding along with the disbursements of it was primarily accounted for in one month to simplify cash flow assumptions.

	Year1	Year2	Year3
Cash Received			
Cash from Operations			
Cash Sales	\$29,137	\$172,500	\$315,000
Subtotal Cash from Operations	\$29,137	\$172,500	\$315,000
Additional Cash Received			
Sales Tax, VAT, HST/GST Received	\$0	\$0	\$0
New Current Borrowing	\$15,000	\$0	\$0
New Other Liabilities (interest-free)	\$0	\$0	\$0
New Long-term Liabilities	\$0	\$0	\$0
Sales of Other Current Assets	\$0	\$0	\$0
Sales of Long-term Assets	\$0	\$0	\$0
New Investment Received	\$1,944,390	\$0	\$0
Subtotal Cash Received	\$1,988,527	\$172,500	\$315,000
Expenditures			
Expenditures from Operations			

	Year1	Year2	Year3
Cash Spending	\$5,000	\$90,000	\$120,000
Bill Payments	\$47,111	\$432,961	\$75,327
Subtotal Spent on Operations	\$52,111	\$522,961	\$195,327
Additional Cash Spent			
Sales Tax, VAT, HST/GST Paid Out	\$0	\$0	\$0
Principal Repayment of Current Borrowing	\$1,932	\$2,000	\$2,000
Other Liabilities Principal Repayment	\$0	\$0	\$0
Long-term Liabilities Principal Repayment	\$2,400	\$12,000	\$20,000
Purchase Other Current Assets	\$40,000	\$10,000	\$10,000
Purchase Long-term Assets	\$1,500,000	\$0	\$0
Dividends	\$0	\$0	\$0
Subtotal Cash Spent	\$1,596,443	\$546,961	\$227,327
Net Cash Flow	\$392,084	(\$374,461)	\$87,673
Cash Balance	\$401,834	\$27,373	\$115,047

Projected Balance Sheet

The balance sheet shows healthy growth of net worth and a strong financial position.

	Year1	Year2	Year3
Assets			
Current Assets			
Cash	\$401,834	\$27,373	\$115,047
Inventory	\$8,480	\$399,543	\$305,943
Other Current Assets	\$53,500	\$63,500	\$73,500
Total Current Assets	\$463,814	\$490,416	\$494,489

	Year1	Year2	Year3
Long-term Assets			
Long-term Assets	\$1,594,047	\$1,594,047	\$1,594,047
Accumulated Depreciation	\$44,700	\$44,715	\$89,715
Total Long-term Assets	\$1,549,347	\$1,549,332	\$1,504,332
Total Assets	\$2,013,161	\$2,039,748	\$1,998,821
Liabilities and Capital			
Current Liabilities			
Accounts Payable	\$4,315	\$38,386	\$3,308
Current Borrowing	\$15,168	\$13,168	\$11,168
Other Current Liabilities	\$0	\$0	\$0
Subtotal Current Liabilities	\$19,483	\$51,554	\$14,476
Long-term Liabilities	\$40,600	\$28,600	\$8,600
Total Liabilities	\$60,083	\$80,154	\$23,076
Paid-in Capital	\$1,944,390	\$1,944,390	\$1,944,390
Retained Earnings	\$32,957	\$8,688	\$15,204
Earnings	(\$24,269)	\$6,516	\$16,151
Total Capital	\$1,953,078	\$1,959,594	\$1,975,745
Total Liabilities and Capital	\$2,013,161	\$2,039,748	\$1,998,821
Net Worth	\$1,953,078	\$1,959,594	\$1,975,745

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