

Sports Development and Entrepreneurship

Super Summer Sports Camp

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Executive Summary

This business plan aims to provide an overview of Super Summer Sports Camp. Super Summer Sports Camp are an external organisation aiming to provide an enjoyable experience for all whilst emphasizing the fundamental values of sport through the planning and execution of a six-week summer sports camp for school children aged 4-11.

The plan recognises all of the key elements of the business including the business overview, market research, competition and competitive advantage, marketing strategy, financial highlights, key people and equipment.

After close consideration and analysis, the plan concludes that Super Summer Sports Camp are a feasible business. Alongside key partnerships and a strong marketing campaign in addition to this Super Summer Sports Camp has the potential to become the market leader in the Swansea area amongst primary schools.

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1.0 Business Overview

Super Summer Sports Camp (SSSC)

1.1 Business Form

Super Summer Sports Camp are a social enterprise. A social enterprise is defined as ‘An organization or venture that advances its social mission through entrepreneurial, earned income strategies’, (www.se-alliance.org). Thus SSSC will not be focused on profit taking, as all profits will be used for social growth in the community.

The legal form of Super Summer Sports Camp is a partnership. A partnership is generally defined as a legal relationship between two or more persons where each person contributes something in order to carry on a lawful business (Needle and Burns 2010). There are 5 individuals who have come together to create SSSC, allowing the culmination of resources, such as skills and financial backing.

1.2 Business Activity

Super Summer Sports Camps is an external organisation that aim to provide summer holiday sports camps for children aged 4 to 11. The overall theme of which is sport and fun. During the summer break, a weekly sports camp will be held at Pontarddulais community sports hall, Pontarddulais running from 8am to 5pm, targeted at 4- to 11-year-olds. SSSC have identified 5 primary schools in the Pontarddulais area for who's students the camp will be provided. Our service will include a wide range of multi-skill sports and activities. Sport Wales (2021) suggest that this “multi-skills approach is for young people to develop key physical skills that are applicable to and transferable across a range of different sports”. In its partner owners SSSC has 5 highly skilled and qualified coaches who will deliver these sessions with fun, fitness, and development in mind.

Each coach has a Disclosure and Barring Service (DBS) check, which is a legal requirement to work with children or vulnerable adults. Insurance is already in place also, in the form of public liability cover, which each coach has to be able to coach in other venues. The rental of the venue and wages are the only major expenses as website, social media and marketing material to promote the business have been done already by the partners and primary schools involved.

Super Summer Sports camp will be priced at £15 per child per day, with concessions for siblings (after first child each additional is £10) and discounts for block weekly payment (£50 per 5 days payment). SSSC pledge to inject all profits back into the 5 primary schools equally, to the end of purchasing new sporting equipment or paying for training for better sports provision all year round.

1.3 Mission Statement

Super Summer Sports Camp mission statement is to plan and execute a six-week sports camp for school children aged 4-11, whilst emphasizing the fundamental values of sport. The children involved have the opportunity to learn new skills, make new friends and have tons of fun. SSSC benefits the local community by increasing physical activity levels and helping to reduce obesity levels.

1.4 Aims

The planning and execution of a six-week summer sports camp for school children aged 4-11 whilst emphasising the fundamental values of sport.

1.5 Objectives

Using the SMART model when setting objectives (Specific, Measurable, Achievable, Realistic, Timely) SSSC are focused and prepared. Senge (2006) states, 'Good targets need several elements within them. Targets for business are typically focused on being 'SMART'.

Super Summer Sports Camp will achieve these objectives by,

- Utilizing the already well-developed skills of our experienced coaches.
- Providing an affordable and cost-effective service to the area
- Weekly meetings and liaisons with schools prior to summer break.
- Developing partnerships with key organisations, including Swansea and local councils.

1.6 Unique Selling Proposition (USP)

- Initial cost is minimal.
- The product is affordable.
- Community focused.
- All profits are invested in local primary schools of the attendees.

2. Rationale

According to Welk and Blair, (2000), 'Physical activity, in the context of broader lifestyle changes and healthy eating, can make a significant contribution to the control and reduction of obesity and associated health risks.'

As a socially conscious business SSSC recognise that the low rates of participation in physical activity have a quantifiable link with public health issues, anti-social behaviour concerns and childhood obesity. It has recently been stated by the welsh government that "the cost of physical inactivity to Wales is about £650 million per year", (publichealthnetwork.cymru). Using the 5x60 programme as a yard stick (although secondary school based), sport Wales and all other UK sports bodies suggest children should participate in a minimum of five, sixty-minute sports sessions a week. These should be varied and may help the children find a new sport they enjoy.

We at SSSC will allow our children to participate in a wide range of sports daily and accrue almost nine hours a day of sporting participation, double in one day the recommendations of a week. SSSC are also committed to local community and family links, we will strive to reaffirm these values daily and introduce 'bring your adult to play' days with strong family themes, as well as community litter picks and runs. These things coupled with our strong marketing and community partners will make SSSC a success and viable for future expansion and diversification.

3. Market Research

"Market research explores the unmet needs for the new product and helps estimate the likely demand. It could be used to set prices and shape the specification of the product" Hague (2004, pg. 5). Furthermore, the author argues that market research can help companies build a brand and gain a competitive edge. Further down the line market research can help rejuvenate a product by incorporating new features or finding new potential markets.

4. Competition

4.1 Freedom Leisure

Freedom Leisure are one of SSSC's main competitors, this is due to them being based in the Swansea area, but also because their pricing model is similar. The company offers Sports Holiday Camps, 'fun football' and 'Us Girls' programmes during the school holidays across Swansea. Freedom Leisure pride themselves on providing care at a reasonable price. The programme caters for children between the ages of 5 & 12, with 5–7-year-olds being priced at £12 a day and 8–12-year-olds £15 a day. One of the main strengths of the programme is that it is flexible. Charging daily allows parents to pick and choose when they need care for their child.

4.2 Kings Camps

Kings Camps are the UK's leading summer sports camps and pride themselves on "creating incredible school holiday experiences to get children aged 5-17 active, having fun, and learning together" (Kings Camps, 2021).

A strength of Kings Camps is that they cater for a wider range of children. Children aged 5-11 focus on non-competitive sports/ activities whereas children aged 12-17 take part in sport sessions delivered by qualified sports coaches. According to Kings Camps (2021), one of the main reasons for success is that they seek to find the best coaches available to create and deliver the programme. The company state that each year they receive over 15,000 applicants to work at their sports camps. The selection process is rigorous and allows the company to pick the right individuals to deliver their product. "Coaches must have an energetic and outgoing personality, be dedicated to child development and have the ability to inspire children". It could be argued that the company's aim is to provide high quality sport sessions rather than affordable care. This allows the company to charge prices, they charge £210 per week, from 8:15am to 5:45pm.

4.3 Cardiff Met- Dragon Camps

Dragon Camps are multi-activity camps which run during the Easter and Summer school holidays. The camps are open for boys and girls aged 4 -14 years. Similarly, to Kings Camps sessions are ran by qualified coaches and the programme offers a variety of activities. A strength of the programme is that it offers a range of activities, both sporting and non-sporting. The camp takes place within the Cyncoed Campus at Cardiff Metropolitan University, the campus has a wide range of high-quality venues to use, varying from tennis courts, gymnastics halls and football/ rugby pitches.

Dragon Camps price a full week at £167.50, from 8:45am to 4:45pm, they also offer an extra hour at the cost of £7.95, this provides some flexibility and provides extra childcare for the parents who need it. Lunch is also available at the cost of £3.80 per day.

5.SWOT Analysis

<u>Strengths</u> • Multi-skilled sports coaches • Cheaper and more cost-effective alternative to childcare • Minimal initial set-up cost • All facilities and equipment accessible through the camp location • Good promotional resources and advertisement for marketing • Profit is put back into the community (the five primary schools that the camp provides business for)	<u>Weaknesses</u> • Profit margins will be lower than other companies • SSSC only caters for a small amount of people in a large catchment area • Lack of volunteers • 1 coach is responsible for up to 8 children under the age of 10 – with five coaches the summer camp can enrol a maximum of 40 children
<u>Opportunities</u> • Continued expansion within the future • Larger customer base • Potential partnership opportunities with UWTSD, Sport Wales, Sporting companies • Expansion capabilities into South West and Mid-West Wales	<u>Threats</u> • Potential competitors • Competitors have greater reputation • Poor attendance levels could create issues

(See Appendix Figure 4 for full SWOT Analysis)

6. Competitive Advantage

“Competitive advantage refers to organisational factors that enable a firm to outperform its competitors” (Porter, 1986). Collis & Montgomery (1995) explain that a competitive advantage enables companies to perform activities better or more cheaply than its competitors. One advantage compared to other companies is the price SSSC charge. Unlike some of the market leaders such as Kings Camps, one of the main aims of SSSC is to offer affordable childcare as well as high quality sport sessions. Cameron *et al* (2018) state that there is a lack of affordable childcare across many regions of the UK. Mann *et al* (2018) also suggest that holiday clubs are important in providing supervision for families who may work and have other commitments.

“A competitive advantage can either be a capability of the company or it can be a favourable location, desirable product or a recognisable brand name that allows the company to be successful” (Mooney, 2007, pg. 112). The use of Pontardullais Comprehensive Schools means that the children can get accustomed to the surroundings before they reach secondary school, but also the facility is accessible for parents of the children in the area.

It is understood that other competitors such as Freedom Leisure operate within the same area as SSSC. However, SSSC’s wide range of coaches means that children are introduced to sports and activities that they have never experienced at all. For example, martial arts. SSSC believe that this and other factors such as introducing sports camps across all holiday periods will allow the company to keep their position in the market or be the market leader in the Swansea area.

7. Proposed customers

Burns (2016) states, the proposed customer is simply the customer the business intends to sell to. The proposed customers that Super Summer Sports Camp intends to provide their business and services to are the primary school children ages 4-11 from the five cluster schools and their parents/guardians: Pontarddulais, Pontlliw, Penllergaer, Llangyfelach and Pengelli and their parents/guardians through a six-week summer sports camp. (See Appendix for name and location of each of the five primary schools SSSC provides their business to)

7.1: Enjoyment of Sport Within Primary Schools

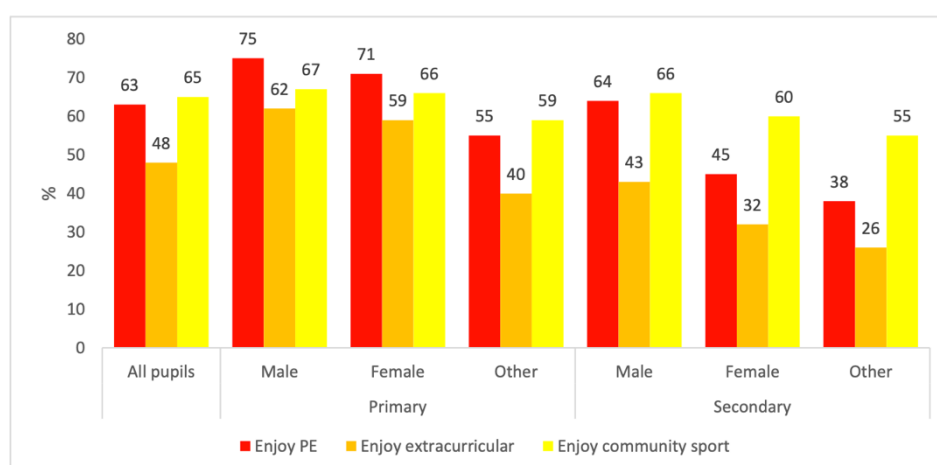


Figure 4: School Sport Survey 2018: Enjoyment of sport – percentage of pupils who answered, ‘a lot’.

Figure 4 shows that 59% of females and 62% of males within primary school stated that they enjoy extracurricular sport ‘a lot’. This figure then rapidly decreases when the pupil’s transition to comprehensive school as the chart also reveals that 43% of males and 32% of females stated that they enjoy extracurricular sport ‘a lot’. (Sport Wales, 2018).

Super Summer Sports Camp contributes to combatting this concerning figure through providing children with the opportunity to get involved in a range of sports purely for enjoyment and inspiring a love and passion for sport that will stay with them for the rest of their lives as a result of the positive experience that the camp has to offer. Through encouraging participation and emphasising the importance of the fundamental values of sport such as fun, the camp aspires to motive children to continue their engagement in sport as they transition to comprehensive and outside of the school environment. The Sport camp is a healthy, non-competitive and entertaining environment. There is a broad consensus that the principal goals of children’s sport are to provide intrinsically rewarding experiences, and to maintain interest so that they are inclined to continue playing throughout their lives (Côté & Fraser-Thomas, 2007; Kirk, 2005; McNamee & Bailey, 2009).

It is widely believed that taking part in sport and other physical activities from an early age is important if children are to develop a foundation for lifelong physical engagement in healthy sporting experiences (e.g., Bailey et al., 2009; Keegan et al., 2009; Kirk, 2005). The entertaining and social environment in which the camp provides can achieve this as it

reflects children's motivations for participation and continuing their participation in sport, making it increasingly likely that the attendees will remain involved and physically active.

7.2 Super Summer Sports Camp

It is stated by the NHS that 12% of children in Wales are categorised as obese in 2017/18. (NHS, 2019). It is furthermore indicated that this figure is worse within the deprived areas of Wales. During the year 2018, the gap between obesity prevalence in the most and the least deprived areas had increased from 4.7% to 6.2%. (NHS, 2019). According to the Welsh Index of Multiple Deprivation 2019, 17 (11.5%) of Swansea's 148 lower-layer super output areas (LSOAs) are in the most deprived 10 per cent in Wales (similar to the overall proportion in 2014). (Gov Wales, 2019). Included in the top 40 most deprived locations within this list is Morriston and Pontarddulais. Children attending Llangyfelach Primary could potentially live in Morriston or near to it. In addition to this, Pontarddulais primary is one of the five cluster schools that Super Summer Sports Camp provides their business to. This is an incentive for parents of the children who will be attending the camp as it provides opportunity for their child to get involved in sport and remain active throughout the six-week summer holiday in oppose to staying inside utilising technology, reducing the risk of increased obesity and furthermore, prevention of obesity rates developing progressively.

An additional incentive for parents enrolling their child for the Super Summer Sports Camp would be the rate of employment within the Swansea area. As stated in the '*Swansea Economic Profile Report*' by Swansea Council, 2020; 69% of individuals are classed as employed (Swansea Council, 2020). Due to the affordability of the sports camp, it is a cost-effective alternative to child-care as the price of Super Summer Sports Camps is £10 per day if enrolled for the whole week. In Wales, a part-time childminder place is on average £6,150 a year in 2021, which is similar to the amount parents could expect to pay in 2020. Families paying for after-school club five days a week is on average £62.13 per week, up from £60.99. (Berg, 2021).

Not only does the sports camp provide access to physical activity but is also a fun and exciting way of engaging children in sport whilst advancing important aspects such as physical literacy and cognitive development. Physical literacy, related to the ultimate purpose of a quality physical education or sport program, compose the basis of the characteristics, qualifications, behaviours, awareness, knowledge and understanding of the development of healthy active living and physical recreation opportunities (Tremblay & Llyod.2010). Cognitive function

includes a variety of mental processes such as perception, attention, memory, decision making, and language comprehension. Cognitive function serves a critical role in everyday behaviour and social behaviour. (Nouchi and Kawashima, 2014)

8. Marketing Strategy

A strong marketing strategy is important when running a business (Luenendonk, 2014) suggests that the strategy is 'putting the right product in the right place, at the right price and time' will make you successful. Super Summer Sports Camp follow the 4Ps marketing mix to help identify the marketing strategy, this will ensure that SSSC will be able to effectively market their service and engage with their target market. The 4P's include; product, price, place and promotion. (See Appendix for full detailed breakdown of these four elements)

8.1 Product

The product is the key element of any marketing mix because the product must deliver a minimum level of performance. Kotler (2012, p.132) suggests 'a company aims to make the product different and better in some way that will cause the target market to favour it'. SSSC are an external organisation which aim to offer a product of a six-week sports camp for children aged 4-11 benefiting its audience and surrounding environment by emphasizing the fundamental values of sport. Super Summer Sports Camp are very committed to providing a high-quality service that meets the requirements of all customers. The service is a six-week summer sports camp while schools are on summer holidays, it allows SSSC to have an income stream to reinvest into the business and consistently improve the provided service.

8.2 Price

"Price" refers to how much you charge for your product or service. A business' selection of a pricing strategy should be based on your product, customer demand, the competitive environment, and the other products you will offer. (Ehmke, Fulton and Lusk, 2006). Super Summer Sports Camp's pricing strategy closely considers the customers' requirements, the area in which the camp will be held and competitor's prices. SSSC aims to attract customers within the five areas that the cluster primary schools are situated within through providing an enjoyable experience at an affordable cost to ensure that the parents of the primary school children are getting value for the price they are paying. How customers perceive a certain price, in which the high-low price of a product can be a significant effect on a customer

intention to purchase the product. (Razark, 2016). The affordability of SSSC will contribute to increased customer satisfaction and result in greater enrolment numbers.

8.3 Place

In the marketing mix, place refers to the process of moving products from producers to the intended user (Marc, 2014a). Super Summer Sports Camp selected Pontarddulais Comprehensive School as the location in which the camp would be held at as it the secondary school in which the five cluster primary schools' transition to. Pontarddulais Comprehensive has the facilities required to undertake the sports camp and is also the community leisure centre for the Pontarddulais. It is an easily accessible location, therefore will attract potential customers.

8.4 Promotion

Promotion is used to communicate with customers with respect to product offerings, promotion has a key role in determining profitability and market success (Rowley, 1998, p.383). SSSC will rely heavily on advertising and publicity as promoting is a form of communication that allows our customers an insight of the service, we intend to give them.

Williams (2014, p.144) states that "small business need to market, but more and more the marketing should be focussed on generating direct responses, on building communications with your target group of customers rather than broad-brush image generation". To promote our business, we will use social media, radio, and flyers.

8.4.1 Social Media

Social media marketing is an essential piece of our business. It has a way of helping you connect with your customers, increase awareness about your brand and boost your leads for sales (Author, 2018). (Author, 2018) stated "more than three billion people around the world using social media every month, the users and engagement on major platforms just keep increasing". We have looked at the monthly active users of selected social media networks and messaging services worldwide (see appendix 1 figure 1). Seeing 2,735 million people using Facebook monthly and Facebook (n.d) suggesting £15 a week, an advert on the site

could reach between 7000-15000 people within the targeted demographic which is a huge number. This suggests that using Facebook to promote our business would be an effective way of marketing the sports campaign for SSSC and enabling us to reach a large audience (See Appendix Figure 3 for our Facebook Page).

8.4.2 Radio

The local radio 'The Wave' will advertise our business to reach the local audience. The Wave reaches 241,000 adults, this would be another effective way of advertising our business as it reaches 50% of the population in South Wales (Media Group, 2021).

8.4.3 Flyers

Flyers are an effective way to engage with your customers, they are also proven to drive conversions and trigger further interaction (Inman, 2019). Although the cost of distributing leaflets has slightly inflated and is arguably more expensive than digital marketing. SSSC will pay around £30-£80 for 1000 flyers to be printed and distributed into the local primary schools (Inman, 2019) suggests "many of 79% of recipients keep the leaflets that they receive or at least share them with a friend". (Super Summer Sports Camp have designed their own flyer see appendix 2 figure 2).

9. Working Partnerships

In order to successfully plan and execute the sports camp, Super Summer will be forming partnerships with the following.

9.1 The five cluster primary schools that transition to Pontarddulais Comprehensive School

Forming partnerships with Pontarddulais, Pengelli, Pontlliw, Penllergaer and Llangyfelach primary schools is essential for SSSC as the pupils that attend each of these are the customers that SSSC will provide their business and services to. Each of the schools will assist in raising awareness of the summer camp, advertising it to parents/guardians and children throughout the school and over social media sites and encourage their pupils to enrol.

9.2 Pontarddulais Comprehensive School

SSSC will form partnership with Pontarddulais Comprehensive school in order to plan and execute the summer camp. Pontarddulais Primary school is also the location in which the camp will be held as they can provide the indoor and outdoor facilities and all of the equipment required to execute the camp. PCS is also the comprehensive school that each of the cluster primary schools' that the business is aimed at transition to for their secondary education.

9.3 Swansea City Council

SSSC aim to form partnership with Swansea City Council as the facilities in which they will be utilising throughout the summer camp are part of Pontarddulais Community Leisure Centre, run by Swansea Council and situated within the chosen location for the camp, Pontarddulais Comprehensive school.

10. Customer Relationship Management (CRM)

Customer relationship management is a critical aspect of an organisation or business. CRM focuses on the relationships between a company and its customers. (Roberts-Phelps 2001, 2–14.) According to Kumar and Petersen (2012) the companies who have implemented the idea of CRM are the most successful ones regardless of their business field.

CRM is also essential to SSSC. To achieve this, the sports camp leaders will utilise a range of relevant methods in order to initiate good and stable relationships with both their partners and customers.

An initial strategy to initiate a relationship with the each of the partnerships includes devising and pitching a plan of the sports camp to explain the reasoning behind running it and the many benefits it will provide. In order to maintain this relationship, SSSC will liaise closely with the partnerships and plan meetings where necessary to discuss the plans, ideas, concerns or any other relevant information regarding the sports camp.

In addition to this, to initiate a relationship with the customers, SSSC will work alongside their partners to advertise the summer camp to the parents of the primary school children through word of mouth, advertising on social media, emailing information, handing out flyers and locating posters around the school. In order to maintain this relationship, each of the partners and members of staff will be available for any further information, questions or queries.

Furthermore, throughout the summer camp, parents/guardians will develop positive and trusting relationships with the summer camp staff as they will be responsible for the children and will be in contact with both the pupils and their parents from Monday to Friday.

11.0 Key people in our business

Within SSSC there are five key owners; Lilli Campbell, Hannah Chiappa, Kloe Cox, Matthew Williams and Lewis Holley. Each owner has their own job functions in relation to the running of our business SSPC in order for it to run efficiently. These job roles were chosen in discussion as a group where previous work experience, qualifications and personal skills and qualities were taken into consideration. It's important that each person is clear of the different roles and responsibilities that are carried out. Defining roles and responsibilities enables effective communication between the group, facilitating the full integration of the organisation (Kovacevic, 2019). (See Appendix for full breakdown and explanation of the key people behind the business, their individual backgrounds and specific job functions)

12. Financial Forecast

The financial forecast has been calculated for the tax year, running from January 2021, to February 2022. Even though in its first year the business will only operate for six weeks in the summer.

12.1. Key Performance Indicators ("turnover is vanity, profit is sanity, cash is a reality")

[i] Turnover

Turnover is the amount of money taken by a business in a particular period. Super Summer Sports Camp (SSSC) expect to generate a turnover of between £12,000 and £18,000 in our initial six-week period. These figures have been forecast by counting the number of attendees each week. In Week 1 of the summer camp, due to our marketing and partnerships, 40 attendees have been projected. This figure is at our maximum capacity and is projected to continue well into week 2, 3 and 4. Each attendee will pay between £10 and £15 per day, dependant on our family and block payment deals. This makes our weekly turnover between £50 and £75 per person.

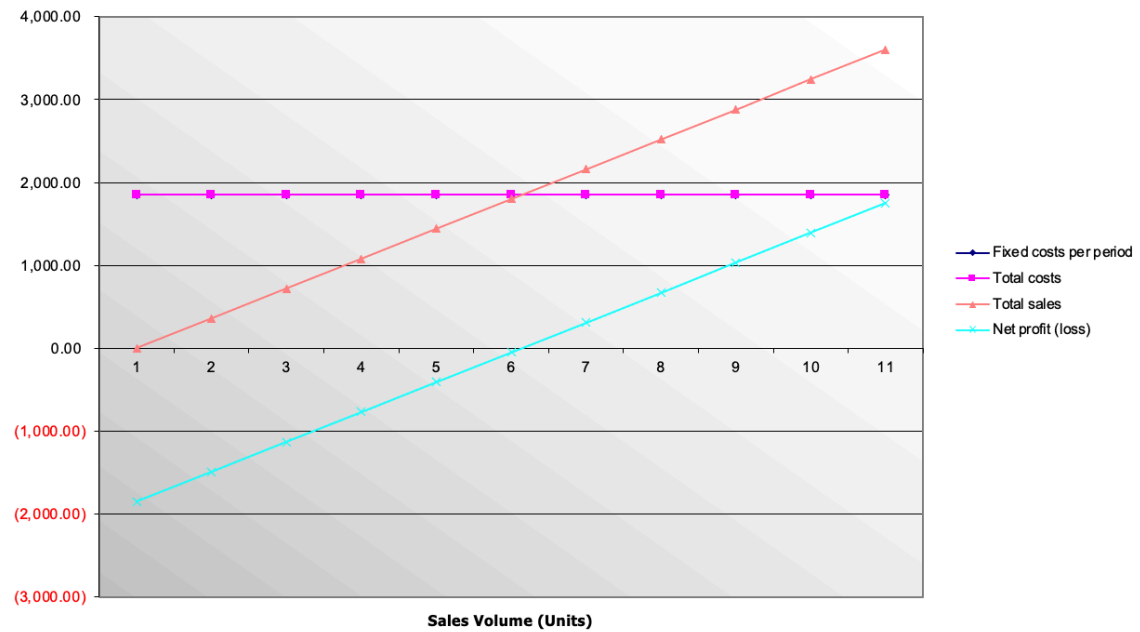
12.2 Profit (School Sports Equipment Fund)

Profit is the turnover subtracting the expenditure, also known as net profit or the bottom line. Super Summer Sports Camp is predicted to generate a profit of £6,900. As stated earlier Super Summer Sports Camp is a social enterprise and as such all profits are donated to local schools for sport provision and new sports equipment. As a business, Super Summer Sports Camp will generate a predicted turnover of £18,000 but will also have expenditure of £11,100. These costs are the venue and wages. Other normal costs such as equipment, insurance, marketing, DBS checks, uniforms, website, loans and name trademarking are all either readily available from the venue or the business owners will already have them. As SSSC are a partnership, they would normally be required to pay income tax. However, SSSC'S profit is lower than the threshold of £12,500 (UK Government, 2021) and additionally being a social enterprise profit is donated and not earned. As a result, SSSC will not pay tax on their profit.

12.3 Break-even Analysis

Friedrichsen and Cram (2013, p.143) suggest a break-even analysis is “the study of how a business covers its fixed and variable expenses with an equal amount of revenue”, Super Summer Sports Camp will make a profit. Over the 6 weeks, 200 attendees have been estimated per week, totalling 1,200 places over the six weeks, generating a turnover of up to £18,000. However, the camp has an expenditure of £11,100 over the same period. This generates a profit of £6,900. The break-even point would be 25 attendees per day, 125 per week or 750 in total. However, this figure does not include start-up costs, such as DBS, uniforms, and insurance. As these are either in place already or willingly donated by SSSC owners and the venue. If required in future these costs will also be factored in.

Breakeven Analysis Chart



12.4 Funding Required

As a start-up, SSSC will not require any initial external funding to purchase equipment, cover costs or set up infrastructure. However, with future expansion and franchising opportunity there may be a case for future investment and funding. If the need for funding did arise SSSC would hope to obtain a Development Grant of £2,000 from Sport Wales, or apply for a 'community chest' grant from local councils to purchase or update equipment.

13. Conclusion

In conclusion, SSSC are a non-profit business with the aim of executing a six-week summer sports camp for primary school children whilst emphasising the fundamental values of sport. SSSC will provide high-quality sport sessions with the aspiration of encouraging increased participation whilst inspiring a love for sport that will stay with the children for the rest of their lives.

In order to assess the current market, thorough research has been executed into the area of Pontarddulais, in which the camp is being held and the potential competitors such as Freedom Leisure. In order to identify and conclude the strengths, weaknesses, opportunities and threats associated with the business and the service it aims to provide, a SWOT analysis has been completed.

SSSC has identified its target market and proposed customers for the summer camp and has considered marketing strategies to advertise the service. Methods and strategies such as the 4P's of marketing were utilised to establish the price, product, place and promotion of the Super Summer Sports Camp.

Throughout the business plan, SSSC has identified and explained the individuals behind the planning and execution of the business and their job functions and unique backgrounds. To assess the financial aspect of the business, key costs and charges have been determined, alongside incomings and outgoings in order to conclude an estimated total profit of £6,900 that will be provided to the five primary schools the business is aimed at.

After thorough assessment, it can be concluded that SSSC is a feasible business in the Swansea area. Alongside a secure business plan, marketing campaign and successful partnerships, SSSC has the potential of becoming the leading summer sports camp in Swansea with the aspiration of expanding their services within the future.

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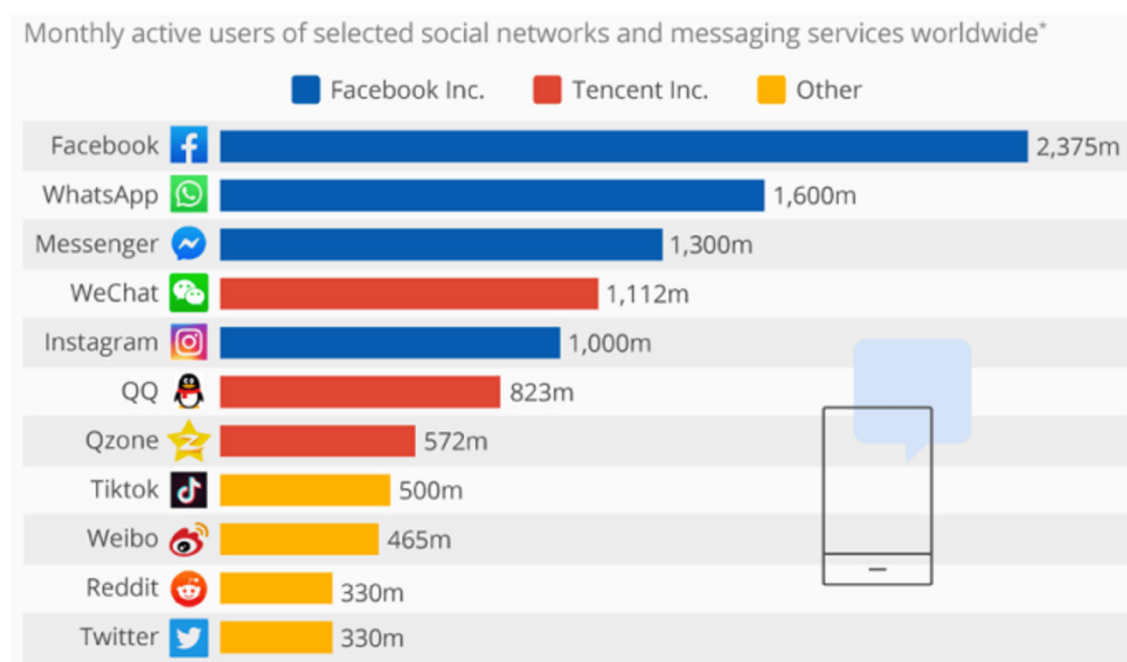
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15. Appendix

15.1 Appendix Figure 1 – Monthly active users of selected social networks



15.2 Appendix Figure 2 – Super Summer Sports Camp Flyer

SUPER SUMMER
SPORTS CAMP
at Pontarddulais Comprehensive School

DAY CAMPS
CHILDREN AGE: 4-11

- Running Monday - Friday every week from 26th July 2021 until 27th August 2021 starting at 8.00am until 5.00pm
- £15 per day or £10 per day for the whole week and 2nd child goes for £10
- Plenty of fun sporting activities and opportunities to meet new friends!

Gymnastics - netball - hockey - football - rugby - cricket - tennis - martial arts fitness - and much more!

FOR MORE INFORMATION:

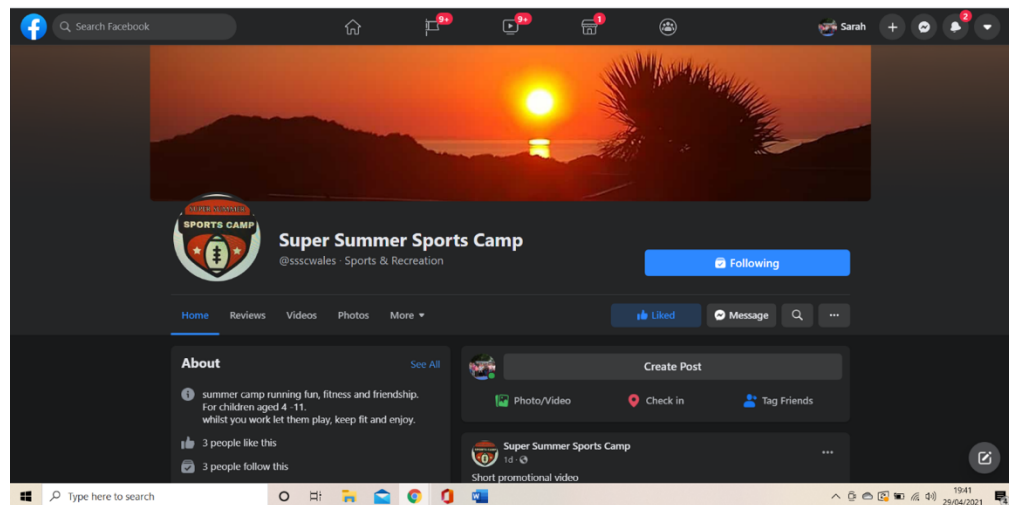
PLEASE CONTACT THE SUPER SUMMER TEAM ON: 01792 229263

SIGN UP THROUGH OUR SOCIAL MEDIA SITES

OR ASK YOUR CHILD'S TEACHER FOR A REGISTRATION FORM!

@SuperSummer21

15.3 Appendix Figure 3 – Facebook Page



15.4 Appendix Figure 4- SWOT Analysis

Strengths

An initial strength of SSSC is that it is a cost-effective service in which is a cheaper alternative to childcare for parents throughout the six-week summer holiday. In Wales, a part-time childminder place is on average £6,150 a year in 2021, which is similar to the amount parents could expect to pay in 2020. Families paying for after-school club five days a week is on average £62.13 per week, up from £60.99. (Berg, 2021). Due to this, parents are more likely to enrol their children for the summer camp as it has numerous benefits associated with it such as increased physical activity, developing skills, increased interaction, and inspiring a love for sport that will stay with the children for the rest of their lives.

SSSC provides a high-quality service at a low price. Good pricing strategy helps you determine the price point at which you can maximize profits on sales of your products or services. (Gjorgijevski, 2018). Through marketing our service at an affordable price, it will attract a greater number of customers, increasing the overall turnover and profit that will be put back into the five schools attending the summer camp. This could furthermore create a positive brand image for SSSC as customers will be satisfied with the service, they have received for the price in which they have paid and could potentially recommend the summer camp to other parents. This would contribute to the overall success of the summer camp and allow us to run it annually and expand within the near future.

Weaknesses

Profit margins will be lower than other companies due to the unencumbered nature of our start up and no real investment needed. This could mean lower amounts for reinvestment. Also, SSSC only caters for a small amount of people in a large catchment area, this could cause a lot of disappointment and eventual resentment or elitist feelings. One coach at a time is legally only allowed responsibility for up to 8 children under the age of 10 – with five coaches the summer camp can enrol a maximum of 40 children, the venue could potentially facilitate treble this amount which would of course treble revenue, but as a start-up we may be limited to our 5 coaches. All of the aforementioned 'weaknesses' will only be dealt with as the business runs and grows.

Opportunities

An initial opportunity would be to continue to expand within the future- in the future to expand the business further spreading over a larger distance covering more schools within the area. This would involve the potential of hiring new coaches and offering more sporting activities for children. There is a potential to expand the business over different attachments areas within Swansea, along with looking at advertising our business further afield. For instance, a possibility of locating our business across Bridgend, Cardiff, Carmarthen and other areas amongst Wales. Therefore, expansion capabilities into South West and mid-west Wales is a possibility.

With a larger customer base, there is a possibility of expanding the age range that we are looking at varying from over 14's and under 4's. This would require hiring more coaches to abide with the ratio of coaches to children. However, offering more sports may increase the audience.

A final opportunity would be potential partnerships. Potential partnerships with UWTSD, Sport Wales and other sporting companies will give us the opportunity to receive professional sporting advice along with great advertisement to spread to a wider audience. Also, certain partnership may offer supportive funding that could cover the cost of more efficient equipment. Korcah (2017) outlines that partnership business is one of the most common forms to run a business outlining many positives being that you have a wider range to access knowledge, skills, experience and contacts

Threats

One of the potential threats to SSSC is potential competitors. As previously mentioned, Freedom Leisure also operate in the Swansea area and offer their product at a similar price. Freedom Leisure also run camps in the Easter holidays. SSSC only offer summer camps but there is room for expansion and more camps in the future. The threat of poor attendances could also create issues for the company. Charging daily allows parents to pick and choose what days are suitable for them, however from a business point of view this could be damaging. Other companies such as Kings Camps and Dragon Camps price their product weekly, which means that they are near full capacity each day.

A lack of volunteers means that SSSC are heavily dependent on the five coaches, as mentioned in the weaknesses 1 coach is responsible for up to 8 children, meaning that the camp can only enrol a maximum of 40 children. If one of the coaches was off sick or injured, it would mean the company would either have to employ another coach or cut the number of children down appropriately, the company would lose money as a result.

15.5: Appendix Figure 5 – Table of the five chosen primary school names, location and number of pupils.

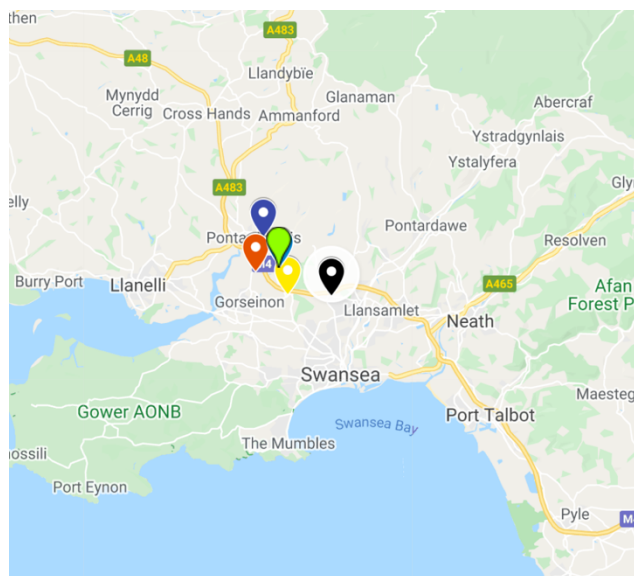
SSSC has intended their market for 5 primary schools that are included in the cluster of schools from the catchment area that transition to Pontarddulais Comprehensive School.

Primary School	Location	Number of Pupils
Pontarddulais	Pontarddulais Swansea	481 pupils aged 3-11
Pontlliw	Pontlliw Swansea	211 pupils aged 3-11
Penllergaer	Penllergaer Swansea	377 pupils aged 3-11
Pengelli	Grovesend Swansea	99 pupils aged 3-11
LLangyfelach	LLangyfelach Swansea	249 pupils aged 3-11

Figure 5: Primary Schools in the catchment area for Pontarddulais Comprehensive

Figure 5 shows that there is a total of 1,417 pupils aged 3-11 within the 5 cluster schools.

15.5: Appendix Figure 6 – Map of Swansea and the location of the 5 primary schools that SSSC will be providing their business to.



(Google.com., 2021)

Google Maps. [online] Available at:
<https://www.google.com/maps/d/u/0/edit?mid=1PAjORhc1z8FJr_RZBKXCGDlCP29UXDmR&ll=51.550185386334604%2C-3.820277000937053&z=10> [Accessed 12 April 2021].

Figure 6 shows the location of each of the Primary schools and has a pin to mark individually identity each school.

Purple Pin: Pontarddulais Primary School

Orange: Pengelli Primary School

Green: Pontlliw Primary School

Yellow: Penllergaer Primary School

Black: Llangyfelach Primary School

15.5: Appendix Figure 7 – Map of Swansea and the location of the 5 primary schools that SSSC will be providing their business to.



Figure 7 shows the location of the five chosen primary schools at a closer perspective for a better and more clear understanding.

(Google Maps, 2021)

Google.com. 2021. *Google Maps*. [online] Available at: <https://www.google.com/maps/d/u/0/edit?mid=1PAjORhc1z8FJr_RZBKXCGDlCP29UXDmR&ll=51.550185386334604%2C-3.820277000937053&z=10> [Accessed 12 April 2021].

Each of the five schools were reviewed and concluded as the best suited proposed customers for our business. Due to a lack of provision and affordable summer camp opportunities within this area, alongside the purpose of introducing the five primary schools that transition to Pontarddulais Comprehensive to continue their education for the next five years, it was decided that these schools would provide Super Summer Sports Camp with good business opportunities and the service that the camp would provide in return would prove beneficial to each of the schools and the area in which they are located.

15.6: Background details of key people

Each individual has different qualities in relation to their role within the business of SSSC. Alongside this each person has different sports they can offer in contribution to coaching within

the summer camp. The variety of sports will help contribute towards the success of our business.

Lilli has experience working at another sports camp, which is very similar to what we have to offer. Therefore, is familiar in the running of the camps and what is required by each coach on the day. This allowed her to gain experience coaching children of multi-sports activities. Moreover, can offer the coaching of multi-sports activities with previous experience on coaching rugby, football, netball and gymnastics. She has also previously gained qualifications, such as Sports Leaders Award and level 2 gymnastics. Alongside this previous experience of coaching younger children, she is also undertaking a sports management degree. Within her role in her job, It requires her to help market the business and coaching available. Her personal strengths are organisational skills and the expertise needed to coach children and ensure they have fun.

Hannah has experience working at a primary school and coaching younger children. This allows to her to have a great understanding of what is required when coaching children and the requirements to get them engaged. This experience has allowed her to gain expertise within the industry of coaching, which will be valuable towards SSSC. She has also previously gained qualifications that can be useful such as a sports leader's award. Previous experience coaching and playing netball and hockey has allowed her to gain understanding of different sports where she's also able to offer multi-sports activities within the business. She has great time management skills, organisation and communication skills, which has been gained from previous experience and her currently undertaking a sports management degree.

Kloe has previously got experience is a similar field to what this business has to offer co-coaching as a summer sports camp. This allowed to understand the operations required to run a sports camp and the different roles involved. She has also got experience coaching other sports to the young children, such a netball. Therefore, understands the requirements to coaching younger children and how to get them engaged. She is able to offer a variety of sports from netball to multi-sports activities to gymnastics and dance. Alongside this experience she has qualification within the sporting industry such as a Sports Leaders award. Her personal strengths alongside previous experience are time management and organisational skills.

Matthew currently runs his own martial arts company, therefore has a great understanding to what's required in setting up a business. This has allowed him to develop many great skills that has gave him the expertise in this industry. Not only has it allowed him to understand the

functions of a business, but has got experience coaching and training children of all different age groups and abilities. His experiences have enabled him to adapt to different situations which will be important to SSSC. He has a range of qualifications that can be useful such as a muay thai, glima, kickboxing and thai instructor; therefore, he is able to offer martial arts and circuit classes. His personal strengths involve great financial, communication and organisational skills.

Lewis has previously worked at sports centres, which enabled him to understand how sports groups function. This will play a vital role in SSSC as his previous experience has given him the ability to gain expertise in the industry. He has also played a key role in his local cricket club, which involve him organising junior training sessions and other proceedings where he gained a level 2 cricket coaching qualification. Alongside cricket he can also offer a ray of sports such as football, rugby and carious racquet sports. This is useful towards the running of SSSC with being able to offer a range of sports. His experience within a business has enabled him to adapt to different situations outside of just coaching, which is important within a business.

15.7: Key People and Job Functions

Lilli, Hannah and Kloe share the roles of coaching co-ordinator and marketing manager. Their roles and responsibilities involve:

- Providing training
- Interaction with schools
- Creating session plans
- Marketing strategy
- Website and social media
- Marketing trends
- Marketing campaigns
- Measuring campaign success

Matthew is the financial director and his roles and responsibilities include:

- Budgeting
- Pricing strategy
- Monitoring cash flow
- Contingency funds
- Identifying new markets

Lewis is the operations executive and his roles and responsibilities include:

- Quality control
- Health and Safety
- Equipment selection
- Venue selection
- Identifying strategic partners
- Competitor analysis

Letter to Swansea City Council Sports Development Team

21/052021

Super Summer Sports Camp

(Contact address)

7 Windsor Terrace

Gorseinon

Swansea

SA4 4DS

Sports development team

Swansea city and county council

Civic Centre,

Oystermouth Rd,

Maritime Quarter,

Swansea

SA1 3SN.

Dear Sports Development team,

We at Super Summer Sports Camp (SSSC) are a team of sporting coaches and professionals who wish to run a not for profit summer sports camp within the Pontarddulais area of Swansea. Aimed specifically at primary aged children (4 – 11).

Our team at SSSC wish to run a multi activity, multi-sport camp playing to the strengths of each coach for each session. The children will learn the value of sport and the fun of sport and hopefully will instil lifelong sporting participation in them. Helping to combat not only childhood obesity concerns but also future adult health problems.

We will be running our camp from Pontarddulais leisure centre and would like to invite members of your team to attend to see first-hand our efforts and maybe even help with sessions or pointers. You will see very quickly the intrinsic values each coach lives by and the focus on community and family.

We have considered future in term sessions with your schools and even after school activities, on top of this as mentioned we are not for profit, as such any profit made will be equally distributed between the Pontarddulais primary schools for sport and sports provision.

[A working partnership](https://will69432.wixsite.com/supersummersports), help and or advise is all we would like from yourselves. If this or any topic mentioned is something you would like to discuss further our contact information can be found at our website (<https://will69432.wixsite.com/supersummersports>), any form is welcomed.

Kind Regards

SSSC team.

Letter to Schools

20/04/2021

Super Summer Sports Camp
(contact address)
7, Windsor terrace,
Gorseinon,
Swansea,
SA4 4DS.

(Insert school address here)

To (school name),

We are a team of experienced coaches who have formed Super Summer Sports Camp (SSSC). We are a not for profit business and a social enterprise. This means any and all profit we do accrue over the six week period will be equally donated to yourselves and the other four Pontarddulais catchment primary schools, for use of sports equipment and provision of sport.

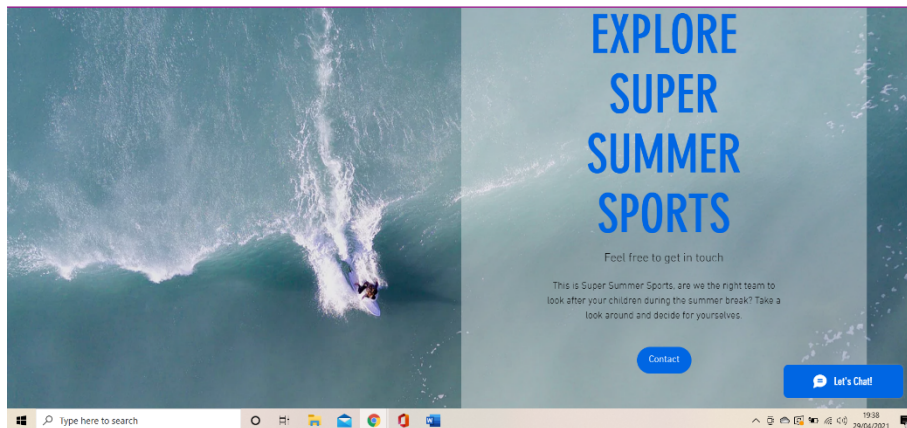
During the summer break from school, we wish to help keep your students active, healthy and community minded. We wish to instil lifelong values and health in the children and for the older children (10 and 11 year olds) give them a chance to meet future secondary school classmates from other primary schools, form friendships and bonds so that the transition can be helped in future.

At the moment all we would like from yourselves is distribution of our flyers and our details for parents and as our business grows so will the benefits for sport at your school. Then if so desired we could discuss after school sport provision or cover. If there are any queries or questions please do not hesitate to get in touch via any portal on our website
(<https://will69432.wixsite.com/supersummersports>)

Kind Regards

SSSC team.

Business Website



Business uniform



Super Summer Sports Camp Booking form

Contact Information

Child's Name:

DOB: / /

Age:

Gender: M or F (Please Circle)

Language: English

☐

Welsh

☐

Address:

.....

PostCode:

Home Telephone Number:

Mobile Number:

Email:

Emergency Contact Details

Please provide two contacts- Parents or Guardians

1. Name:

Relationship to child:

Emergency Contact Number:

2. Name:

Relationship to child:

Emergency Contact Number:

Child Information

Does your child have any medical requirements?

Yes

No

If yes, please provide further information

.....

.....

Do you consent to photos being taken for marketing purposes?

Yes

☐

No

☐

Please confirm that you have read and completed all of the form by signing below

Parent/Guardian Name:

Date:

Thank You for choosing
Super Summer Sports Camp to spend
your Six-Weeks Holiday at!

