Sports Development and Entrepreneurship

Pinnacle Sports Coaching

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P144150

Executive Summary

This business plan aims to provide an overview of Pinnacle Sports Coaching. Pinnacle Sports Coaching are an external organisation aiming to provide high quality PE sessions in primary schools, whilst also hosting after-school clubs and summer camps.

The plan considers many key aspects of the business, including the business activity, rationale, market research, competition, a SWOT analysis, competitive advantage, proposed customers, marketing strategy, equipment, key people, and financial highlights.

The plan concludes that Pinnacle Sports Coaching is a feasible business. With the assistance of key partnerships and a strong marketing campaign, Pinnacle Sports Coaching could become a leading sports provider in Carmarthenshire.

Contents Page **Page Number**

1. Business Name 1

    1.1. Business Form 1

    1.2. Business Activity 1

    1.3. Mission Statement 2

    1.4. Aims 2

    1.5. Objectives 2

    1.6. Unique Selling Proposition 3

2. Rationale 3

3. Market Research 4

4. Competition 5

    4.1. Superstars 5

    4.2. Kings Camps 5

    4.3. Scarlets Rugby Camps 6

    4.4. Swansea City FC Community Trust Camps 6

5. SWOT Analysis 7

6. Competitive Advantage 7

7. Proposed Customers 8

    7.1. After-School Clubs 8

    7.2. Summer Camps 10

8. Marketing Strategy 10

    8.1. Product 10

    8.2. Price 11

    8.3. Place 11

8.4. Promotion 12
8.4.1. Social Media 12
8.4.2. Local Paper 13
8.4.3. Radio 13
9. Partnership Working 13
9.1. Carmarthenshire County Council 13
9.2. University of Wales Trinity Saint David 13
9.3. Scarlets 14
10. Customer Relationship Management 14
11. Equipment 14
12. Key People and Job Functions 15
13. Background Details of Key People 16
14. Financial Highlights 17
14.1. Turnover 17
14.2. Profit 17
14.3. Break-Even Analysis 18
14.3.1. Summer Camps 18
14.3.2. After-School Clubs 19
14.4. Funding Required 19
15. Conclusion 21
16. References 22
17. Appendices 26
17.1. SWOT Analysis 26
17.2. Financial Spreadsheet 29

17.3. Promotional Resources 30

17.3.1. Letter to Carmarthenshire County Council 30

17.3.2. Letter to Schools 31

17.3.3. Summer Camp Poster (1) 32

17.3.4. Summer Camp Poster (2) 33

17.3.5. After-School Poster (1) 34

17.3.6. After-School Poster (2) 35

17.3.7. Summer Camp Brochure 36

17.3.8. Schools Brochure 43

17.3.9. Certificate for Attendees 49

17.3.10. Session Plan – In-School Session Example 50

17.3.11. Session Plan – After-School Session Example 52

17.3.12. Session Plan – Coaches In-Depth Plan 54

17.3.13. Website 57

17.3.14. Facebook Page 60

17.3.15. Twitter Page 61

17.4. Questionnaire 62

1. Business Name

Pinnacle Sports Coaching (PSC)

1.1. Business Form

PSC are a not-for-profit organisation. According to Drucker (2006, p.3), a not-for-profit organisation "exists to bring about a change in individuals and in society". All revenue generated by PSC will be reinvested each year, enabling the business to educate and develop more individuals and the wider community.

PSC's legal form is a partnership. Burns (2016, p.230) suggests partnerships are "groups of sole traders who come together, formally or informally, to do business". There are 4 individuals who have come together to create PSC, allowing the pooling of resources, such as skills and finance.

1.2. Business Activity

PSC are an external organisation that aim to provide high quality PE in primary schools. Along with PE lessons, PSC also run after-school sports clubs twice a week, from 3.30pm to 5pm. During the summer holidays, weekly sports camps will be held at the University of Wales Trinity Saint David (UWTSD) sports hall in Carmarthenshire, running from 8.30am to 5.30pm, targeted at 5 to 11 year olds.

PSC have identified an initial 10 primary schools in Carmarthenshire in which the service will be provided. This service will involve the provision of Sport Wales' 'Dragon Sports' scheme, which includes a wide range of multi-skills activities. Sport Wales (2017) 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". PSC will also make adaptations to sessions to create a fun, enjoyable and rewarding environment for all participants. Sports Coach UK (2012, p.5) suggest that "flexibility and adaptability during sessions and across sessions was critical to excellent coaching".

PSC will hire 10 qualified, bilingual coaches. Each coach will be based at one of the 10 schools, from 12 to 3.30pm Monday, Wednesday and Friday, and 12 to 5pm on

Tuesday and Thursday. PSC will also provide experience for UWTSD PGCE students to assist with after-school clubs and summer camps.

Each coach will require a Disclosure and Barring Service (DBS) check, a Dragon Sports equipment pack, and a customised uniform. PSC will need insurance, a website, and marketing material to promote the business. These, along with wages and the venue, are the major expenses.

Schools will be expected to cover the costs of the coach's wage of £7.05 an hour for 3.5 hours a day. For the after-school clubs, PSC will pay the wages as attendees are charged £5 per week. Summer camps will be priced at £125 per child per week.

PSC aim to create a services level agreement with Carmarthenshire County Council (CCC). This agreement will be important for PSC to get into the targeted schools. With CCC's endorsement, schools will be more likely to want the service.

1.3. Mission Statement

PSC aim to transform primary school PE in Carmarthenshire whilst providing wider benefits to the local area by increasing physical activity levels and helping reduce obesity levels.

1.4. Aims

PSC aim to:

- Increase participation levels in primary schools in Carmarthenshire
- Increase the quality of in-school and after-school sport activities
- Reduce childhood obesity levels within the selected schools

1.5. Objectives

PSC have considered the SMART (Specific, Measurable, Achievable, Realistic, Timely) model when setting objectives. Richman (2006, p.65) suggests "the SMART model is designed to minimise misinterpretations or vague assumptions".

PSC will attempt to achieve their aims by:

1. Hiring and training high quality, bilingual coaches
2. Providing a cost-effective service to the local area
3. Actively engaging with schools through regular contact and meetings
4. Creating working partnerships with key organisations, including CCC.

1.6. Unique Selling Proposition (USP)

PSC are a cost-effective, bilingual, high quality sports development organisation.

2. Rationale

Hylton (2013, p.152) suggests that during PE, "young people learn about the relationship between physical activity and health so that they are able to make informed choices and adopt an active lifestyle later in life". PSC recognise that budget cuts make it difficult for schools to hire specialised teachers, but believe more could be done to provide children with quality PE. According to Welsh Government (2016b, p.10), "the cost of physical inactivity to Wales is about £650 million per year". This leads PSC to believe that new initiatives are required.

PSC are also concerned with the quality of primary school PE teaching. A UK Government (2013) study identified "many primary school teachers lacked specialist knowledge of the teaching of PE". This could have potentially detrimental effects, as children may not develop a passion for PE and sport. A Virgin Active (2015) nationwide survey of primary school teachers found that "more than one in three children dislike physical activity when they leave primary school".

PSC have chosen Carmarthenshire partly because of high levels of childhood obesity. NHS Wales (2016) suggest the Hywel Dda University Health Board (UHB) region, which includes Carmarthenshire and Pembrokeshire, has the highest levels of children who are overweight or obese with 30.1%. Carmarthenshire has the second highest rating in Wales with 30.7%.

Carmarthenshire also has poor sports participation rates. Although the 5x60 programme is secondary school based, Carmarthenshire has the worst participation rates in Wales with just 25% of pupils taking part in one session, 12% in 5 or more sessions, and 0.01% in 50 or more sessions (Sport Wales, 2016b). PSC argue that these rates could be due to the lack of quality primary school PE teaching and the failure to engage pupils in sport at an early age. This could mean that by the time pupils reach secondary school, they have no desire to partake in initiatives such as 5x60.

37% of 5x60 sessions in Carmarthenshire took place after-school (Sport Wales, 2016a), showing that there is interest in after-school sports activities. However, obesity rates continue to rise whilst participation rates decline. PSC will develop an effective marketing campaign to reach its target market, and believe that their after-school clubs will offer greater variety.

3. Market Research

Hague et al. (2016, p.11) suggest market research is "the systematic collection, analysis and interpretation of information relevant to marketing decisions". PSC have undertaken extensive market research to identify a feasible business strategy.

According to CCC (2011), Carmarthenshire has a population of 183,777, with an estimated 13,953 aged 5 to 11. This represents PSC's target market for summer camps. There are also 15,792 primary school pupils in 101 primary schools (Welsh Government, 2016a). This represents the target market for after-school and in-school services.

PSC have initially chosen 10 primary schools. These are the larger, more modern primary schools in Carmarthenshire, with better sports facilities, including playing fields and sports halls. Their pupil numbers range from 225 to 453. The total number of pupils is 2,975, representing 19% of all primary pupils in Carmarthenshire.

At present, there is limited competition from other providers. If successful, PSC could capture a greater percentage of the market by expanding into more schools, and possibly into different areas such as South West and Mid-West Wales.

4. Competitors

4.1. SuperStars

SuperStars are one of PSC's main competitors. SuperStars (2014) "are a Child Development Organisation that already gives truly exceptional support to over 80,000 pupils a week and more than 250 primary schools across South Wales and South West England".

A strength of SuperStars is that they are an established organisation with a strong reputation. They provide a wide variety of activities including musical, art and drama activities, along with sport. This suggests they are a diverse organisation who are attractive to primary schools as they cover numerous subject areas.

However, a possible weakness is that they have developed into a larger organisation operating in two countries, so may not be able to provide personal and tailored service to individual schools.

4.2. Kings Camps

Kings Camps are a market leader in sporting holiday camps, hosting 54 camps across the UK. Kings Camps (2017c) state "our school holiday camps are packed with over 30 sports and activities, with everything from the mainstream favourites through to more obscure sports for kids to try for the first time".

A strength of Kings Camps is their variety. Activities include water polo, ultimate frisbee, and lacrosse, along with more traditional sports.

Another strength is that they have been established since 1991 and have become a leader in the marketplace. They have achieved this as Kings Camps (2017a) "makes sure every child feels part of something special, in a safe, rewarding environment". They have gained a 5* rating from Feefo as a trusted merchant, further enhancing their reputation. This gives parents peace of mind when choosing a camp for their children.

A further strength is that, as an established organisation, they can charge higher prices. They charge £177 per week, from 8.15am to 5.45pm.

4.3. Scarlets Rugby Camps

Scarlets run rugby summer camps in West Wales. Scarlets (2015) suggest their camps "provide a chance for budding young rugby players to hone and develop their skills with a Scarlets Skills Coach and play side by side with some of the stars of the region".

A strength of their camps is their association with professional team which is likely to appeal to children. Their camps are also rugby specific, allowing attendees to master skills in one particular sport through professional coaching.

Another strength is that they charge £25 per day which includes a free t-shirt, free ticket to a match, and autographs.

However, a weakness is that their camps are run for one day only, and there are just three held throughout summer. They run from 11am to 3pm, which could create difficulties for parents due to work commitments. Also, four hours may not be enough time for attendees to learn and develop new skills.

Another weakness is that it may not appeal to as many people as a multi-sport camp.

4.4. Swansea City FC Community Trust Camps

Swansea City's Community Trust runs football camps throughout the summer holidays across South West Wales. A strength is that they are associated with a Premier League team. This is likely to appeal to a lot of children and also parents, who may be more willing to send their child to a professional team's camp to receive professional coaching. A further strength is that it costs just £10 which represents good value for money.

However, a weakness is that camps last just two days and run from 10am to 2.30pm, which may be inconvenient for working parents. A further weakness is that it is football specific which could result in a lack of variety for attendees.

5. SWOT Analysis

According to Bill (2009, p.133), “a SWOT analysis is a summary tool used to gauge the particular internal strengths and weaknesses of a product/service as well as the external opportunities and potential threats”.

Strengths	**Weaknesses**
• Bilingual coaches • Cheaper than childcare • Owners have knowledge and expertise in sport management	• A start-up business so will be unknown in the marketplace • Unlikely to receive funding from Welsh Government
Opportunities	**Threats**
• There is a clear need for this service in Carmarthenshire • Large customer base • Potential partnership opportunities with CCC, UWTSD, Sport Wales and Scarlets • Expansion capabilities into South West and Mid-West Wales	• Competitors have a greater reputation • Poor attendance levels could create issues • Primary school budget cuts • CCC’s Sport Development Team undertake a similar service to PSC

(See Appendices 17.1 for full SWOT Analysis)

6. Competitive Advantage

Mitchell and Coles (2003, p.14) state that "no individual business advantage usually lasts very long. Everyone quickly tries to copy or outdo what works... Despite those challenges, recent experience clearly shows that continual business model innovation is the most powerful competitive edge you can have now". PSC aim to become an established coaching provider in Carmarthenshire. To do this, PSC will have advantages that will put them above the rest and will constantly change them for the better to ensure freshness within the business.

One of the advantages is the area in which they operate. There is a need for PSC in Carmarthenshire and some of their main competitors do not operate specifically in Carmarthenshire. This means PSC can attempt to gain a stronghold. Johnsen (2017,

p.223) suggests that "market leading firms have to innovate continuously and be the first to introduce new product variants and customer services". PSC will start with summer camps and school services in Carmarthenshire, but new ideas such as bringing new sports or different sessions will help PSC keep their position in the market.

PSC bring a multi-sports coaching experience for children, whilst some competitors only focus on one sport. PSC also bring their sports coaching to an area where competitors such as Kings and Superstars do not operate, so two of the best-known coaching companies in Wales will not be direct competitors.

The services level agreement with CCC will also be important to create a competitive advantage. This agreement would ensure that PSC have sole rights to operate in primary schools in Carmarthenshire. This would also allow PSC to generate more interest around summer camps as PSC will be known to parents through the partnership with primary schools.

7. Proposed Customers

As stated by Burns (2016), the proposed customer is simply the customer the business intends to sell to. PSC is aimed at improving the health and social well-being of primary school children aged between 5 and 11 in Carmarthenshire through after-school clubs and summer camps.

7.1. After-School Clubs

PSC has identified 10 primary schools in Carmarthenshire:

School	Location	Number of Pupils
Bro Banw	Ammanford	344
Bryn	Llanelli	235
Bryn Teg	Llanelli	226
Griffith Jones	St Clears	225
Gymraeg Dewi Sant	Llanelli	453
Johnstown	Carmarthenshire	352

Ysgol Saron	Ammanford	261
Y Bedol	Ammanford	346
Y Castell	Kidwelly	234
Y Dderwen	Carmarthenshire	299

Figure 1: School and Pupil Numbers

Figure 1 shows that there is a total of 2,975 pupils at the selected schools.



Figure 2: Location of Schools

Figure 2 shows the schools are spread throughout Carmarthenshire.

Each of the schools selected was reviewed, and met PSC requirements in regard to space, facilities, size and budgets. PSC felt these schools provided business opportunities due to their size, facilities and possibilities for expansion.

Hooked on Sport (activity on 3 or more occasions)	***All***	***Years 3 to 6***	***Years 7 to 11***
Carmarthenshire	46.9%	47.3%	46.6%
Wales	48.0%	48.5%	47.6%

Figure 3: School Sports Survey (2015)

Figure 3 shows that Carmarthenshire is below the 48.5% national average of primary school children pupils participating in extra-curriculum activities on three or more occasions (Sport Wales, 2015).

PSC aim to combat this by working in partnership with CCC, Hywel Dda UHB, and PGCE students from UWTSD. This will enable PSC to provide multi-sports services to help tackle this issue witnessed in the proposed customers.

7.2. Summer Camps

PSC not only caters for exercise but also incorporates numerical competence skills. Sibley and Etnier (2003) suggest there is a significant positive relationship between physical activity and cognitive functioning in children.

This acts as an extra incentive for parents who work during the holidays and want a cheaper alternative to childcare. PSC offer a far cheaper and cost-effective substitute compared to the average childcare cost of over £220 a week (Childcare Survey Plus 2016, as cited by Kings Camps, 2017b). Parents not only get their child involved in exercise but also activities that help engage learning in a fun and exciting way.

Furthermore, CCC (2017) state the rate of employment across the region has seen an increase of 7.4% since 2014 which is a positive for the summer camps as it supplies extra business due a larger degree of active parents working who need an affordable alternative to childcare.

8. Marketing Strategy

PSC follow the 4Ps marketing mix to identify the marketing strategy. Blythe (2009, p.130) states “the basis of the concept is that marketers have various tools at their disposal for encouraging exchanges: these tools can be combined to create an overall ‘mix’ that targets consumers efficiently and effectively”. This will ensure that PSC will be able to effectively market their service and engage their target market.

8.1. Product

Kumar (2010, p.47) states that “product indicates that the consumers are not buying a set of attributes, but benefits that satisfy their needs”, while 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”.

PSC are committed to providing an exceptional service that will meet the requirements of all customers. The core product will be high-quality sports provision for schools, which will attempt to meet the aims of the service. However, as the service will also offer after-school clubs and sports camps in summer holidays, it will allow for PSC to have an income stream to reinvest into the business and consistently improve the provided service. PSC believe this will be the unique selling point of the business that will attract schools to participate in the service.

8.2. Price

Dogra (2010, p.80) states that “price refers to the amount the customer has to pay in order to acquire a product or service”. Lamb et al. (2011, p.47) suggests that “price is an important competitive weapon and is very important to the organisation because it is the price of a product that will ultimately determine whether consumers are interested in the product.”

PSC’s pricing strategy is dependent on two factors, customer value and their competitors’ pricing. PSC aim to attract schools to participate in the initiative by keeping their costs down to a minimum to make it affordable for schools. The schools are expected to pay the wage of the coach and nothing else. It is believed that this would enable the schools to participate in the initiative.

PSC’s sports camps and after-school clubs will be highly competitive within the market. PSC will be the cheapest sports camp provider in the area as they are a not-for-profit organisation. This allows PSC to offer a much more affordable price that will potentially attract more customers.

8.3. Place

Lamb, Hair and McDaniel (2011, p.47) suggest that “place or distribution strategies are concerned with making products available when and where customers want them”

PSC chose Carmarthenshire as it was an area that could benefit significantly from both the schools service and the sports camps. There has been an identified need for both services in the area and PSC seek to exploit this need and secure themselves as the market leader for the region.

The location of the sports camps will be at UWTSD's Carmarthenshire campus. This is an easily accessible location in the middle of the county which means that it will draw in as many potential customers as possible.

8.4. Promotion

Pride, Hughes and Kapoor (2009, p.448) state that a "promotional campaign is a plan for combining and using the four promotional methods, these are advertising, personal selling, sales promotion and publicity".

PSC will rely heavily on advertising and publicity to gain customers for their sports camps. Williams (2014, p.144) suggests that "small businesses 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". Social media, newspaper, and radio will be the most effective in generating customers for the sports camps.

8.4.1. Social Media

"Social media marketing uses social media marketing portals to positively influence consumers toward a website, company, brand, product, event or person" (M. Barker and D. Barker, 2012, p.3). This suggests that it would be an effective way of marketing the sports camps for PSC as it would enable them to reach a large audience within the targeted area. Facebook (n.d) suggest that for £15 a week, an advert on the site could reach between 7000-15000 people within the targeted demographic which is a significant number.

8.4.2. Local Paper

Lambourne (2015) suggest the South Wales Evening Post has a readership of 42,191 which means that advertisements could be seen by a significant number of people in Carmarthenshire. This will help PSC build their brand awareness in the county. The South Wales Evening Post (n.d) state that the cost of a medium sized advert is £84.60 per week.

8.4.3. Radio

The local radio stations Scarlet FM and Radio Carmarthenshire will advertise local events and companies in the area for free. This would be another effective way of advertising the event as James (2016) suggests Scarlet FM and Radio Carmarthenshire have 45,000 listeners every week.

9. Working Partnerships

PSC aim to create a number of partnerships.

9.1. CCC

PSC aim to create a services level agreement with CCC which will enable PSC to get into the targeted schools. This partnership will be extremely important. Having CCC's endorsement would strengthen PSC's position in the market, and also when pitching to Head Teachers. CCC will be invited to attend taster days and summer camps to oversee PSC sessions.

9.2. UWTSD

PSC aim to make use of PGCE students during after-school clubs and summer camps. This partnership will be mutually beneficial to PSC and UWTSD. PSC will receive assistance from students, whilst the students will gain valuable experience. PSC also plan to use UWTSD's sports hall, so a successful partnership could potentially lead to an agreement to reduce venue costs.

9.3. Scarlets

PSC also aim to create a partnership with the Scarlets. It is hoped that the Scarlets could be a delivery partner, running specialist rugby sessions during summer camps and in-school services.

10. Customer Relationship Management

Buttle (2000), as cited by Payne (2005, p.19), suggests customer relationship management (CRM) is "about the development and maintenance of long-term mutually beneficial relationships with strategically significant customers".

CRM is essential to PSC. A number of methods to initiate relationships with partners and customers will be used. PSC will write letters to customers and partners, pitching the business and demonstrating why a partnership should exist. Invitations to PSC taster days and sessions will be made, and meetings with management proposed.

Once a relationship is instigated, PSC will customise their relationship with each customer and partner. PSC will meet regularly with these to discuss their needs and concerns, allowing PSC to develop a tailored plan, with the aim of securing their interest.

If business is secured, PSC will aim to enhance the relationships. Regular feedback sessions with customers and partners will take place. PSC will produce end of term reports for all schools, and will ensure that a coach or member of management is present at parents' evenings. Weekly management meetings will also take place.

11. Equipment

PSC will purchase 10 Sport Wales Dragon Sport packages, containing all the required sporting equipment. This will cost £3,650. Sport Wales do not offer a hire or lease option, whilst purchasing each item individually increases costs further. However, PSC aim to obtain a £2,000 Sport Wales Development Grant to help finance this. This would reduce the cost to £1,650.

Uniforms will also be purchased, costing £280.50, and will need to be replaced each year. It is hoped that PSC can develop a partnership with the uniform manufacturer which could help reduce costs in the future.

UWTSD's sport hall will be hired at a cost of £1440 per week.

12. Key People and Job Functions

The owners of PSC are George Mead, Kieron James, Sam Johnson, and Jerry-Rae Screen. Each owner has their own job function.

George is the Financial Director whose roles and responsibilities include:

- Budgeting
- Pricing strategy
- Sourcing of funds
- Competitor analysis
- Paying wages and bills
- Identifying new markets
- Monitoring cash flow
- Contingency funds

Kieron is the Marketing Manager whose roles and responsibilities include:

- Marketing strategy
- Website and Social media
- Managing marketing budget
- Identifying marketing trends
- Overseeing marketing campaigns
- Identifying strategic partnerships
- Measurement of campaign success

Sam is the Operations Executive whose roles and responsibilities include:

- Quality control
- Managing operations budget
- Health and safety
- Equipment selection and purchasing
- Venue selection
- Identifying strategic partnerships

Jerry is the Coaching Co-ordinator whose roles and responsibilities include:

- Providing training
- Assisting coach recruitment
- Interaction with schools
- Communicate & meet coaches
- Quality measurement
- Creating session plans
- Sport equipment selection

13. Background Details of Key People

George has worked for a professional cricket club, where he gained experience of finance, operations, hospitality, and coaching. He is also undertaking a degree in Sports Management. His personal strengths are organisational and communication skills.

Kieron has experience in organising and marketing events due to his work in the hospitality sector. He also has experience with a number of sports coaching organisations which will prove useful to PSC.

Sam has worked in a Sports Centre, shadowing the Operations Manager. This enabled him to understand how the centre functioned, and the roles and responsibilities of the job. This experience has allowed him to gain expertise in the industry, which will be valuable to PSC.

Jerry has experience of coaching in a football-based environment. He has coached teams in Bristol and at soccer camps in America. This has given him the experience needed to coach children and to ensure they have fun. His experiences have enabled him to adapt to different situations which will be important to PSC.

14. Financial Highlights

The financial highlights have been calculated for a tax year, running from April 2017 to March 2018.

14.1. Turnover

Turnover is the worth of income for an organisation (Robinson, 2004). PSC expect to generate a turnover of £42,000. £26,250 of this is generated by summer camps whilst £15,750 is from after-school clubs. These projections have been forecast by estimating the number of attendees each week.

In Week 1 of the summer camps, 25 attendees have been projected. This figure is estimated to grow by 5 each week until Week 4, 5 and 6, where 40 attendees have been projected. Each attendee will pay £125 per week.

For after-school clubs, 15 attendees have been estimated for each session, each paying £5 per week.

14.2. Profit

Profit is the turnover minus the expenditure of an organisation. PSC are expected to generate a profit of £10,544.38. PSC will generate turnover of £42,000 but will also have expenditure of £31,455.62.

PSC will incur costs, including the venue, wages, equipment, insurance, marketing, DBS, uniforms, website, and name trademarking. There will also be loan repayments of £3,010 for the tax year.

As PSC are a partnership, they are required to pay income tax. However, PSC's profit is lower than the threshold of £11,500 (UK Government, 2017). This results in PSC not paying tax on their profit.

[See Appendices 17.2 – Financial Spreadsheet]

14.3. 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".

14.3.1. Summer Camps

For the summer camps, it is expected that PSC will make a profit. Over the 6 camps, 210 attendees have been estimated, generating a turnover of £26,250. However, these camps have expenditure of £19,882.45. This would generate a profit of £6,367.55. The break-even point would be 159 attendees.

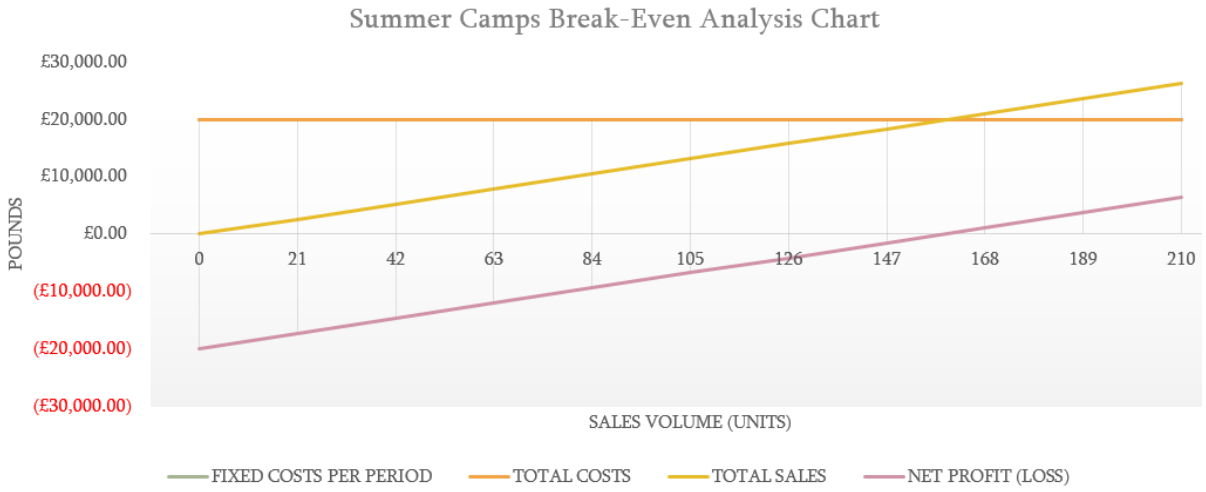


Figure 4: Break-even Analysis of Summer Camps

However, this figure does not include start-up costs, such as DBS, uniforms, and insurance. Including these, expenditure would rise to £24,243.42. This would still generate a profit of £2,006.58. The break-even point would be 195 attendees.

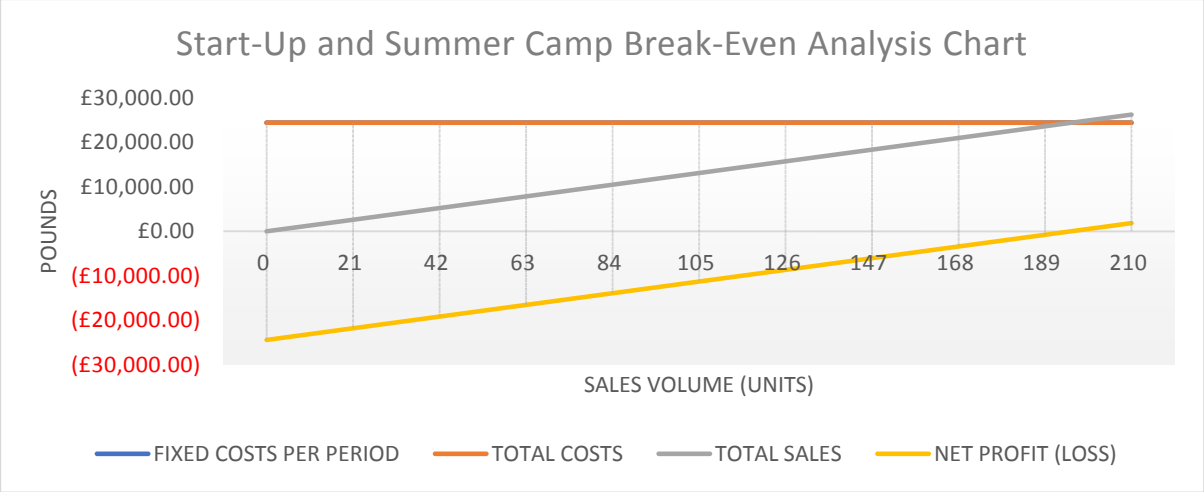


Figure 5: Break-Even Analysis of Start-Up and Summer Camps

14.3.2. After-School Clubs

For the after-school clubs, PSC have forecast a profit. It is expected that there will be 3,150 attendees overall. This would generate a turnover of £15,750 and a profit of £8,707.80. The break-even point is 1345 attendees.

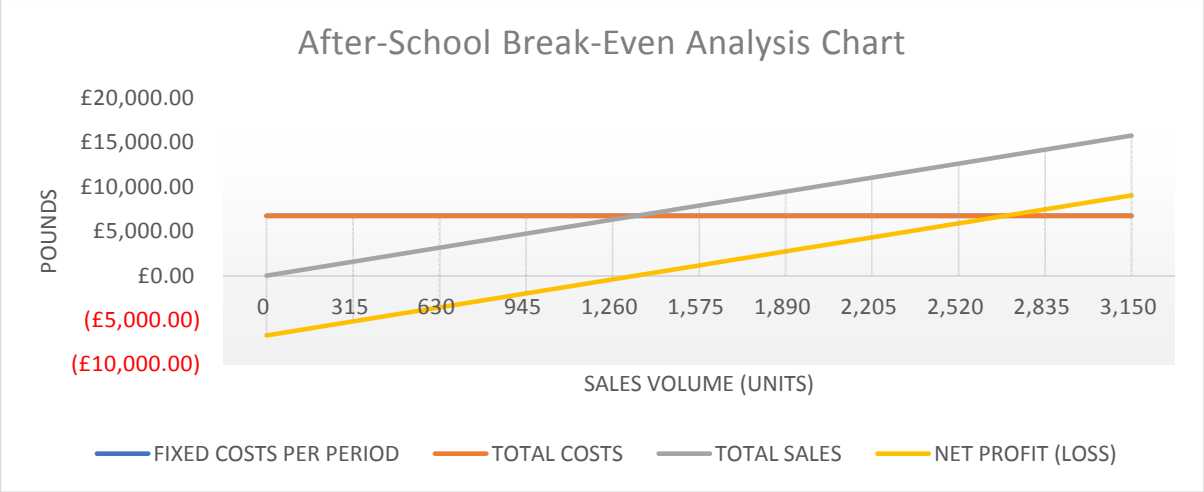


Figure 6: Break-even Analysis of After-School Clubs

14.4. Funding Required

As a start-up, PSC will require external funding to purchase equipment and create infrastructure. A bank loan provided by Barclays has been identified as the most efficient loan. PSC will take out a £10,000 loan. Barclays allow businesses to adjust

the repayment lengths, which suits PSC. As a result, PSC have chosen 39 months to repay the loan, requiring monthly repayments of £301. The total amount repayable will be £11,754.

PSC hope to obtain a Development Grant of £2,000 from Sport Wales, to purchase equipment. PSC will also attempt to gain funding from each school's Parents and Teachers Association (PTA). As the service is beneficial to children, an agreement could be reached with the PTA which could see them help pay for the specialist coaches during school-time. This would also be beneficial to the schools as their costs would be reduced.

A contingency plan has been made where PSC owners will each loan the business £2,500 if other forms of finances are unavailable.

15. Conclusion

PSC are a not-for-profit partnership, aiming to provide high quality PE, after-school clubs, and summer camps. PSC believe there is a need for their service in Carmarthenshire, having identified high childhood obesity rates and low participation and retention levels.

Thorough market research has been undertaken into Carmarthenshire, and into potential competitors, including SuperStars. A SWOT analysis has helped to identify internal strengths and weaknesses of PSC, and external opportunities and threats. PSC's competitive advantages over rivals have been highlighted, including the services level agreement with CCC.

Proposed customers for in and after-school services, along with summer camps, have been identified. PSC's strategy has considered the 4 Ps of marketing. This has helped to identify specific methods of marketing, including social media.

The job functions and background of PSC's owners have been discussed. Financial highlights have been calculated, suggesting that PSC will make a profit of over £10,000 for the tax year.

This suggests that PSC is a feasible business within Carmarthenshire. With the help of a strong marketing campaign and partnership with CCC, PSC could become a leading sports provider in the area.

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17. Appendices

17.1. SWOT Analysis

Strengths

PSC will provide quality, qualified coaches who are bilingual. This is important as many of the targeted schools are Welsh medium schools. It is also a strength as the business will provide a higher quality service than what is currently available in primary schools as many primary school teachers are not specialised in sport. This should give the business a competitive edge which is important as Hall (2003, p.49) states "when a new business enters the marketplace without a competitive edge, it is at its own peril".

Another strength is that it provides parents with a cheaper form of childcare. Childcare Survey Plus (2016), as cited by Kings Camps (2017b), suggest "since 2008 the cost of childcare has increased 48% with the average place costing over £220 per week".

The owners of PSC also have extensive knowledge and expertise in sport management along with coaching experience which is another strength of the business.

Weaknesses

As a start-up, PSC will be an unknown business in the marketplace. Blanchard (2009, p.281) suggests that new businesses have "no reputation for quality or service that it can use to influence prospective customers". This is a weakness which the business will have to address through the pricing and marketing strategies, such as taster sessions and endorsements.

Another weakness is that there is unlikely to be any funding available from organisations such as Welsh Government. The business will have to secure a private bank loan. However, this creates further difficulties as Allen (2012, p.359) indicates that "bank loans for startups are difficult to secure".

Opportunities

There is a clear need for this service in Carmarthenshire. This is proven due to the high childhood obesity rates in the area with Hywel Dda UHB having the highest rates of all UHB's in Wales, and Carmarthenshire has the second highest rate in Wales. There is also a need due to poor retention rates in Carmarthenshire as seen from the 5x60 programme.

It is also an opportunity for the business that Carmarthenshire has a large pupil base, with over 15,000 primary school students in the area in over 100 primary schools (Welsh Government, 2016a).

Another opportunity is to create fun and inclusive summer camps in an area where there is a high demand for such a service. In 2016, one of PSC's owners worked at Llanelli Leisure Centre. Their summer camp was oversubscribed and had 30 children on the waiting list.

PSC also has the opportunity to create strategic partnerships with established organisations including CCC, Sport Wales, Scarlets, and UWTSD. The partnership with CCC could be of particular importance in order to create a services agreement with schools. Partnerships with these organisations could also help increase the profile of PSC.

There are opportunities for expansion in the future. The high amount of primary schools in the area offers PSC with potential to increase. There are also possibilities of expanding into South West and Mid-West Wales as there is little competition in these areas.

Threats

One threat is that competitors have a greater reputation at present. Hitt, Ireland and Hoskisson (2013, p.147) suggest a greater reputation "is of strategic value and affects competitive rivalry". However, within Carmarthenshire, PSC's main rival do not operate which is advantageous to the business.

The threat of poor attendances could also create issues. However, with the business's pricing strategy, it is felt that PSC are offering an affordable service by undercutting competition.

The threat of primary school budget cuts is also considered a potential issue. School Cuts (2017) estimate that by 2019, school budgets within Carmarthenshire are likely to be cut by over £10m. This is a threat that the business will have to consider within the pricing strategy. This also shows the importance of forming a services agreement with CCC.

CCC's Sports Development Team could also be a threat as they do undertake similar activities as PSC. However, PSC aim to create a services agreement with CCC which would turn this threat into an opportunity as the Sports Development Team could help PSC to get into the targeted schools. Having CCC's Sports Development Team's endorsement would strength PSC's position when pitching to Head Teachers of the targeted schools.

17.2. Financial Spreadsheet

Income														
		Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan	Feb	March	
Revenue Streams:	Summer Camps	-	-	-	£6,875	£19,375	-	-	-	-	-	-	-	
	After School Clubs	-	-	-	-	-	Free Trial	£3,000	£3,000	£1,500	£3,000	£2,250	£3,000	
TOTAL TURNOVER:		£0	£0	£0	**£6,875**	**£19,375**	**£0**	**£3,000**	**£3,000**	**£1,500**	**£3,000**	**£2,250**	**£3,000**	**£42,000**
Expenditure														
		Apr	**May**	**June**	**July**	**Aug**	**Sept**	**Oct**	**Nov**	**Dec**	**Jan**	**Feb**	**March**	
Wages:	Summer Camps	-	-	-	£2,855.25	£7,614.00	-				-	-	-	
	After School Clubs	-	-	-	-	-	£423	£846	£846	£423	£846	£634.50	£846	
Costs:	Venue	-	-	-	£2,880	£5,760	-				-	-	-	
	Equipment	-	-	£1,650	-	-	-	-	-	-	-	-	-	
	Insurance	-	-	£1,140.77	-	-	-	-	-	-	-	-	-	
	DBS	-	-	£440	-	-	-	-	-	-				
	Uniforms	-	-	£280.50	-	-	-	-	-	-	-	-	-	
	Marketing	£60	£60	£398.40	£91	£60	-	-	-	-	-	-	-	
	Website	£10.10	£10.10	£10.10	£10.10	£10.10	£10.10	£10.10	£10.10	£10.10	£10.10	£10.10	£10.10	
	Name Trademark	-	-	£170.00	-	-	-	-	-	-	-	-	-	
	Loan Repayment	-	Loan (£10,000)	£301.00	£301.00	£301.00	£301.00	£301.00	£301.00	£301.00	£301.00	£301.00	£301.00	
TOTAL:		**£70.10**	**£70.10**	**£4,390.77**	**£6,137.35**	**£13,745.10**	**£734.10**	**£1,157.10**	**£1,157.10**	**£734.10**	**£1,157.10**	**£945.60**	**£1,157.10**	**£31,455.62**
Net Profit:	**Total**	**-£70.10**	**-£70.10**	**-£4,390.77**	**£737.65**	**£5,629.90**	**-£734.10**	**£1,842.90**	**£1,842.90**	**£765.90**	**£1,842.90**	**£1,304.40**	**£1,842.90**	**£10,544.38**

17.3. Promotion Resources

17.3.1. Letter to Carmarthenshire County Council

16/05/2017

• • •

Pinnacle Sports Coaching
UWTSD Sports Centre
Carmarthenshire
SA31 3EP

Carmarthenshire County Council
Iscoed Road
Pontarddulais
Swansea
SA4 0XD

To Carmarthenshire County Council's Sports Development Team,

We are Pinnacle Sports Coaching and we are a not-for-profit organisation aiming to provide high quality PE in primary schools.

At Pinnacle Sports Coaching, we believe in a multi-sport, multi-activity method of coaching. This allows children to develop a wide range of skills that are transferable across a variety of sports. Our experienced, high quality, bilingual coaches aim to create a fun, sociable, and rewarding environment that allows every child to prosper.

We are hosting a number of sports summer camps at the University of Wales Trinity Saint David sports hall. We would like to invite members of your team to attend to see first-hand how we operate at Pinnacle Sports Coaching.

We would very much like to speak to you about the opportunity of forming a services level agreement. Our aim is to provide primary schools with quality PE sessions, at an extremely affordable rate. We believe that forming an agreement with yourselves would be beneficial in order for us to provide our in-school services.

If this is something that you would consider, our contact number is 01267 676942. Please do not hesitate to contact us, or view our website [www.pinnaclesportscoaching.com].

Kind Regards,

Pinnacle Sports Coaching

17.3.2. Letter to Schools

16/05/2017

• • •

Pinnacle Sports Coaching
UWTSD Sports Centre
Carmarthenshire
SA31 3EP

(insert school address here)

To (insert school name here)

We are Pinnacle Sports Coaching and we are a not-for-profit organisation that aim to provide high quality PE in primary schools. We are in contact with Carmarthenshire County Council with the aim of being awarded a services level agreement to become a sports provider in primary schools across Carmarthenshire.

At Pinnacle Sports Coaching, we believe in a multi-sport, multi-activity method of coaching. This allows children to develop a wide range of skills that are transferable across a variety of sports. Our experienced, high quality, bilingual coaches aim to create a fun, sociable, and rewarding environment that allows every child to prosper.

We would very much like to offer our services to your school. If this is something that you would consider, our contact number is 01267 676942. Please do not hesitate to contact us, or view our website [www.pinnaclesportscoaching.com].

Kind Regards

Pinnacle Sports Coaching

17.3.3. Summer Camp Poster (1)



17.3.4. Summer Camp Poster (2)

MULTI-SPORTS SUMMER CAMP!



Pinnacle Sports Coaching

Only £125 for the week!

Multi-sports and multi-skills!

Fun, fun and even more FUN!

8:30-17:30

UWTSD Carmarthenshire

Pinnacle Sports Coaching

PINNACLE SPORTS COACHING

www.pinnaclesportscoaching.com

for more information!

17.3.5. <u>After-School Poster (1)</u>



17.3.6. After-School Poster (2)



15:30-17:00 TUESDAY AND THURSDAY

PINNACLE SPORTS COACHING AFTER SCHOOL CLUB

www.pinnaclesportscoaching.com for more info!

QUALIFIED SPORTS COACHES!

ONLY £2.50 A SESSION/£5 A WEEK!

MULTI-SPORT SESSIONS TO ENHANCE MULTI-SKILLS!

COMING TO A CARMARTHENSHIRE SCHOOL NEAR YOU!

JOIN NOW!

PINNACLE SPORTS COACHING

Pinnacle Sports Coaching

17.3.7. Summer Camp Brochure



WELCOME TO

PINNACLE SPORTS COACHING

Pinnacle Sports Coaching

01267 676942

Pinnacle Sports Coaching
UWTSD Sports Centre
Carmarthenshire
SA31 3EP



pinnaclesportscoaching.com

Pinnacle Sports Coaching

@pinnaclesportscoaching



PINNACLE SPORTS COACHING CAMPS

Pinnacle Sports Coaching (PSC) operate throughout the summer holiday, running sports camps for 5 to 11 year olds.

PSC use a multi-skills, multi-activity method of coaching. This is carried out by high quality, experienced, bilingual coaches, along with assistance from PGCE students from the University of Wales Trinity Saint David (UWTSD).

PSC aim to actively encourage children to participate in sport and physical activity, whilst developing their fundamental sports skills. Through using our multi-skills method, children will develop these skills, many of which are transferable across a wide variety of sports.

Every child who attends our camps will be given equal opportunities to take part in all activities. Our experienced coaches aim to create a fun, sociable environment that will allow each child to prosper.

PSC operate within UWTSD's Carmarthen Campus, mainly based at the sports hall. The sports hall will enable every child to partake in a variety of sports, no matter what the weather is like.

This campus is also home to an indoor swimming pool which will be available for use during 1 day of each camp.

PSC provide a wide range of sports. These include football, tennis, badminton, kwik-cricket, swimming, basketball, dodgeball, rounders, volleyball, and a number of other sports and activities.

All PSC coaches are bilingual and are able to instruct in both English and Welsh.





A Day at Camp with Pinnacle Sports Coaching

- 8.30am: Drop-off and Registration
- 8.45am: Introductions and Health and Safety Briefing
- 9.00am: Session 1 Begins
  - Warm Up Games
  - Team Bonding Activities
  - Introduction to Skill Activities
- 10.15am: Session 1 Ends
  - 15 Minute Drinks Break
- 10.30am: Session 2 Begins
  - Skill Development Activities
  - Skill Accuracy Games
- 12pm: Session 2 Ends
  - One Hour Lunch Break
- 1.15pm: Session 3 Begins
  - Introduction to New Sports
  - Range of Mini-Activities
- 2.45pm: Session 3 Ends
  - 15 Minute Drinks Break
- 3pm: Session 4 Begins
  - Game Sense Approach
  - Team Games
  - Individual Games
- 5pm: Session 4 Ends
  - 10 Minute Drinks Break
- 5.10pm: Cool Down Activities
- 5.30pm: End of the Day
  - Sign-out and see you next time!

INFORMATION FOR PARENTS

Bookings

PSC's online shop on the website is the preferred booking system. Payments must be made 48 hours in advance of the camps beginning to ensure your child's place on the camp.

Alternatively, there is a booking form available from PSC's website, and attached to this brochure. These can be sent to UWTSD's sports hall or emailed directly to PSC.

Food

PSC do not provide lunch for the duration of the camp. PSC recommend that children are provided with a packed lunch, although light refreshments will be available on the campus. Plenty of water is advised, but there will be water readily available at the venue.

Prices

The price for a full week at camp is £125 per child. Discounts may be available for parents sending more than one child to camp. Please contact PSC via email to enquire if appropriate.

Directions

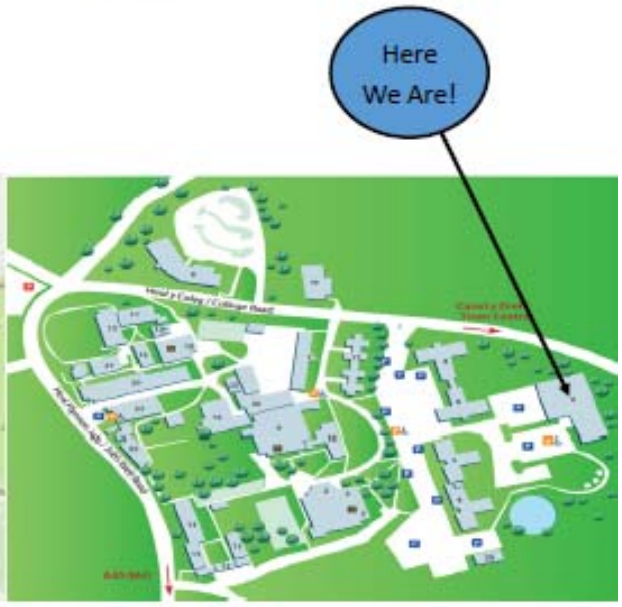
Camps are located at UWTSD's Carmarthen Campus.

This venue is easily accessible via the A48 or A40 from the East, and the A477 and A40 from the West.

Ratios

PSC operate on a 1:8 ratio. This will allow your child to receive the full attention of our coaches at all times.





2017 Pinnacle Sports Coaching Camp Booking Form

Contact Information

Child's Name: .....

DOB: ../../.... Age: ..... Gender: M or F (Please circle)

Languages: English ☐ Welsh ☐ (Please tick appropriate box/boxes)

Address: .....

..... Post Code: .....

Home Telephone Number: ..... Mobile Number: .....

Email Address: .....

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 ☐ (Please Tick)

If yes, please provide further information .....

Can your child swim over 20 metres? Yes ☐ No ☐ (Please Tick)

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 Pinnacle Sports Coaching!



Pinnacle Sports Coaching

17.3.8. Schools Brochure



WELCOME TO

PINNACLE SPORTS COACHING

Pinnacle Sports Coaching

01267 676942

Pinnacle Sports Coaching
Carmarthenshire
SA31 3EP



pinnaclesportscoaching.com

Pinnacle Sports Coaching

@pinnaclesportscoaching



PINNACLE SPORTS COACHING

Pinnacle Sports Coaching (PSC) are an external organisation aiming to provide high quality PE in primary schools in Carmarthenshire.

Carmarthenshire is home to some of the highest childhood obesity levels in Wales. PSC want to help reduce this by providing fun, sociable and rewarding sports sessions.

PSC coaches a mixture of Sport Wales' Dragon Sports sessions, along with PSC's own unique, multi-skills activities. This is carried out by high quality, experienced, bilingual coaches.

PSC aim to actively encourage children to participate in sport and physical activity, whilst developing their fundamental sports skills. Through using our multi-skills method, children will develop these skills, many of which are transferable across a wide variety of sports.

By increasing physical literacy and participation levels, PSC believe it can help to reduce childhood obesity levels in Carmarthenshire.

The provision of quality sports session for children has also been proven to increase their cognitive process!

PSC offer a wide range of sports and activities. These include football, tennis, badminton, kwik-cricket, basketball, dodgeball, rounders, volleyball, and a number of other sports and activities.

All PSC coaches are bilingual and are able to instruct in both English and Welsh. All coaches are also DBS checked by PSC.

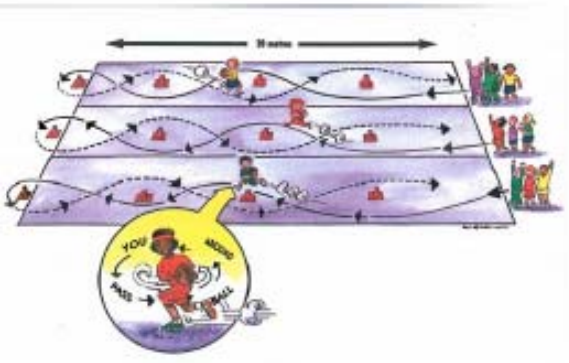
Our coaches are available 5 days a week, from 12pm through until the end of the school day. After-school clubs are also available on Tuesdays and Thursdays from 3.30pm to 5.30pm.





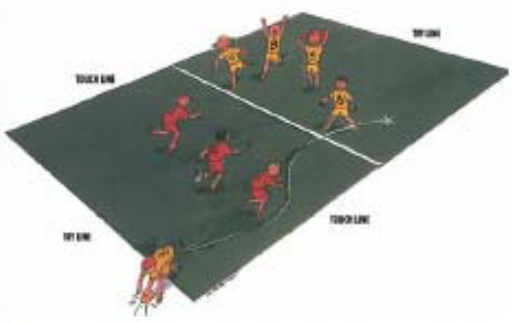
A PE Session with Pinnacle Sports Coaching

- 12pm: Introductions and Health and Safety Briefing
- 12.05: Warm-Up Activities
  - Stretches
  - Team Working Tasks
- 12.15: Introduction to Skills
  - Skills Development Activities in Numerous Sports



Example shown above to develop children's acceleration, balance, and speed

- 12.25: Skill Accuracy Games
  - Team and Individual Games
  - Targets—Hoops, Nets and Cones
- 12.40: Implementation of Skills
  - Game Sense Activities and Games
  - Team and Individual Activities



Example shown above creates a game-sense environment, allowing children to put the skills they have learnt into practice

- 12.55: Cool Down Activities
- 1pm: End of Session

INFORMATION FOR SCHOOLS

Price—PE Sessions

For PE sessions, PSC do not charge schools a fee. PSC just ask for schools to cover the cost of the coach between 12pm and 3.30pm. Our coaches are paid £7.05 per hour.

Price—After-School Clubs

For after-school clubs, PSC charge attendees £5 per week, or £2.50 per session. There is no cost to the schools, PSC just require the use of appropriate facilities, such as a playing field, yard, or hall.

Spaces

There is a maximum of 15 attendees for after-school clubs. This is in place as PSC work on a 1:8 ratio. One PSC coach will run the clubs, with the assistance of a PGCE student from the University of Wales Trinity Saint David (UWTSD).

Endorsements

PSC are in contact with Carmarthenshire County Council, and their Sports Development Team, with the aim of signing a services level agreement to provide sports sessions in schools in the region.

PSC have also created a partnership with UWTSD. This agreement will see PGCE students assist PSC, whilst they gain valuable experience.

Availability

As a developing business, PSC's initial scope is 10 schools. This will allow PSC to work closely with these schools. As PSC grow, there will be opportunities to increase their scope to include more schools.

Customer Relationship

Customer relationship is key to PSC. PSC will organise weekly feedback sessions with schools. PSC will also ensure that coaches are present at parents' evenings, giving feedback to parents on how their child is progressing.

PSC will produce end of term reports, identifying the positive aspects and areas where improvements can be made. PSC will work in collaboration with schools to achieve such improvements.

Cyngor Sir Gâr Carmarthenshire County Council

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

CONTACT FORM—REGISTERING AN INTEREST

School Information

School Name: .....

Address: ..... **Language:** English ☐ Welsh ☐

.....

Post Code: .....

Contact Number: ..... **Email Address:** .....

Name of Contact: .....

Number of Pupils: .....

Available Facilities: Field ☐ Yard ☐ Hall ☐ (Please Tick All Appropriate)

Service of Interest: PE Sessions ☐ After-School Clubs ☐ (Please Tick All Appropriate)

PSC will be in contact as soon as possible with regards to your queries. Thank you!

Pinnacle Sports Coaching

17.3.9. Certificate for Attendees



17.3.10. Session Plan – In-School Session Example

Pinnacle Sports Coaching – In School P.E Session	
Date: tbc Duration: (12 to 3:30) * **1 hour designated for each age group**	Age Group: 5-11 Other requirements: *
Venue: tbc (1 of the selected 10 schools).	Size of Group *per age group: 20
Equipment for Activity **A:** 10 size 3 Rugby Balls, 10 size 4 rugby balls, 20 cones Equipment for Activity **B:** 10 size 3 Rugby Balls, 10 size 4 rugby balls, 4 markers Equipment for Activity **C:** 1 3 or 4 sized rugby ball – dependent on age and abilities, 4 markers	
Session Goals: To enhance the participants balance, speed, accuracy, communication and decision making skills through a mixture of fun and engaging rugby-based activities.	
PRACTICAL SESSION	
SESSION COMPONENT	**ACTIVITY DETAIL**
Session Length	**1 hour**
12pm – 12:05 Health & Safety Briefing	Introduction and Health and Safety Briefing
12:05 -12:15 Warm up – 10 minutes	5 minutes of stretching – 5 minutes of **(low intensity)** shuttle activities including walking, running, hopping, skipping and star jumps
12:15 – 12:25 Main Session Activity A (10 minutes)	**Hula Slalom Relay – Introduction to Skills** ▪ 4 players in each team ▪ Starting at one line, the player must run in and out of the cones and back, pass the ball ▪ While running keep passing the ball around the waist ▪ Ensure the coach demonstrates beforehand ▪ Works on developing children's acceleration, balance and speed
12:25 – 12:40 Main Session Activity B (10 minutes)	**Partner Passing - Skill Accuracy Games** ▪ Working in partners in a grid, each pair will pass the ball to one another whilst avoiding everyone else ▪ Coach to number pupils 1 and 2 ▪ • Large grid as to avoid any accidents • Works on hand-eye coordination and communication skills

12:45 – 12:55 Main Session Activity C (10 minutes)	**Non-Stop Rugby - Implementation of Skills** ▪ Using communication, passing and running skills learnt in previous activities • Number of players 8: playing 4v4 • Start by passing the ball in from try line • Teams allowed to pass the ball in any direction • Possession changes if: there is an interception, a try is scored and if a tackle is made the ball carrier must stop and pass • If the ball goes loose either team can pick it up • If the ball is carried/ thrown over touchline possession goes to opposing team
12:55-1:00 Cool down – 5 minutes	▪ Gentle jog around grid ▪ Stretch off
End of Session	Marks end of session
Sessions are passed over to next age group and repeated	

**Activities may vary in length*

**Activities may run over from the designated time of completion*

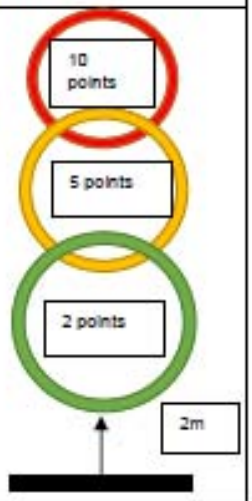
** Time is added as to allow for this anomaly*

**Sessions will be coached by high qualified, bilingual coaches*

**First Aid is on hand if required – with qualified first hander*

17.3.11. Session Plan – After-School Session Example

Pinnacle Sports Coaching – After School Club	
Date: tbc Duration: 1hr 30 minutes (3:30pm to 5pm)	Age Group: 5-11 Other requirements: *
Venue: tbc (1 of the selected 10 schools).	Size of Group: 15
Equipment for Activity **A**: 3 hoops – 3 different colours and 3 different sizes, 8 bean bags, line to mark throwing line, measuring tape Equipment for Activity **B**: **N/A** Equipment for Activity **C**: 20 junior badminton rackets, 20 beanbags, 20 shuttlecocks	
Session Goals: To improve the participant's accuracy, agility, and balancing skills through a mixture of engaging activities.	

PRACTICAL SESSION	
SESSION COMPONENT	**ACTIVITY DETAIL**
Session Length	**1 hour 30 minutes**
3:30pm - 3:35 Health & Safety Briefing	Introduction and Health & Safety Briefing
3:35 – 3:45 Warm up – 10 minutes	5 minutes of stretching – 5 minutes **(low intensity)** shuttle activities including walking, running, hopping, skipping and star jumps
3:45 – 3:50 Main Session Activity A (10 minutes)	**Target Hoops – Introduction to Skills** ▪ Set-up three hoops on top of one another, with 3 varying sizes ▪ Ensure hoops are touching and first hoop is 2m from the throwing line ▪ Pupils have 4 beanbags per attempt ▪ All beanbags to be thrown and then added up – as indicated in diagram ▪ Collect beanbags and record point Score ▪ Use an underarm thrown ▪ Keep eyes on target ▪ Don't overstep the throwing line 

3:50-4:00 Main Session Activity B (10 minutes)	**Traffic Light Game – Skills Accuracy Games** ▪ Learn about the traffic light system through an interactive activity ▪ Coach will shout red to stop; ▪ Yellow to jog/ walk and ▪ Green to sprint ▪ Instructions will be in both English and Welsh ▪ Performed in a large grid as to avoid any accidents
4:00-4:15 Break – 15 minutes	▪ Drink and toilet break
4:15-4:40 Main Session Activity C (25 minutes)	**Balancing Game - Implementation of Skills** ▪ Balance a beanbag on head ▪ Works on developing balance ▪ Bounce shuttlecock on junior badminton rackets ▪ Incorporating what was learnt in Activity B ▪ Performed in a large grid as to avoid any accidents
4:40-4:50 Cool down – 10 minutes	▪ Gentle jog around grid ▪ Stretch off

**Activities may vary in length*

**Activities may run over from the designated time of completion*

** Time is added as to allow for this anomaly*

**Sessions will be coached by high qualified, bilingual coaches*

**First Aid is on hand if required – with qualified first hander*

17.3.12. Session Plan – Coaches In-Depth Plan

SESSION PLANNER

DATE:24/07/17	**VENUE:UWTSD Spots Hall**
TIME: 18:00	**DURATION:45 minutes**
GROUP: 9/10 year olds	**NUMBER IN SESSION: 15-20**

EQUIPMENT REQUIRED:
20 junior tennis rackets.
20 indoor tennis balls.
Floor markers to mark out court boundaries clearly.
Target (Hoop) for developmental area.

ACTION POINTS FOR SESSION:

- Promote Fair play and sportsmanship
- Praise participants and ensure they stay motivated for duration of session
- Use developmental area to give guidance to participants who need it.

AIMS OF THE SESSION:

To develop the participants forehands in tennis and ensure that all participants show good sportsmanship towards all other participants.

HEALTH AND SAFTEY CHECKLIST COMPLETED? YES/NO

ACTION TAKEN:
Five aside football goals were left out and were a potential collision hazard. Asked staff to remove the goals from playing area which solved the issue.

TIME: Total 45 mins	**ORGANISATION**

WARM-UP/INTRODUCTION:
To ensure that the participants are warmed up thoroughly they will start by walking around one half of the court. They will listen to me name shots in tennis and shadow them. The participants should progress into a jog during this while I increase the speed of naming the shots they need to mimic.
Progress on to introducing a ball and racket. Ask participants to try and keep the ball bouncing on their racket without touching the floor as they walk around the half of the court. Then ask the participants to bounce the ball on the floor with the racket and keep it going as they walk.
Key factors to the skill:

- Flat racket face
- Small amount of power to keep ball moving

- Racket to be at arm's length (showing good control)

This drill will introduce the players to the racket and ball and allow them to get used to the equipment before progressing in the session.

MAIN CONTENT:	COACHING POINTS:
Start the main content of the session by demonstrating the forehand shot explaining the key factors of the forehand shot. Once you have demonstrated the skill, instruct participants to go practice there forehands against a wall. • Ball must bounce once • Must be below marker on the wall • Players must start by standing 3M away from wall When the participants have started to master the shot instruct them to move back to increase the difficulty. I will then introduce an element of competition to the game and ask them to keep a score of how many successful forehands they can make in twenty seconds. Promote the importance of fair play throughout this game. Also ensure that I praise the efforts of the players. **Get out of Jail** Get all participants to get in a single file line. I will then hit the ball towards there forehand side. They should try and play a return shot to the other side of the court. If they are successful then they re-join the queue, if they miss the court they must place the racket against the wall and stand in the opposite side of the court which is known as 'jail'. When a player is in jail they must attempt to catch a ball as it is hit into the area. If they catch the ball they are free to leave jail and re-join the game. The game ends when there is one player who is free while the others are in jail. It is very important that I promote fair play throughout this game and encourage all participants to shake hands after each game.	• Drive off your legs and look to get your racquet shoulder inside the ball. • As you push off, prepare by turning both your hands towards the ball and rotate your upper body away from the ball. • Bring the racquet backwards in a looping motion • Then when you go to thrust it forward drop the racquet to hip level • The forward swing of the racquet should be from low to high. • You should make contact with the ball about waist height • As you swing forward make sure the racquet face is only slightly angled and follow through with the racquet across your body.

DEVELOPMENTAL AREA

The development area will be at the side of the main area allowing me to supervise both areas at once.

The area will consist of a target in which the participants who feel they need to develop there

	skills will attempt to hit a forehand through the target with a partner. After practicing they will have thirty seconds to score as many points as they can (10 points for every successful shot). After the thirty seconds is up they should have another attempt to see if they can beat their score. After this game the participants will hopefully feel more confident to re-join the session and take part in the games.
	COOL DOWN/SUMMARY: To cool the participants down I will play a game of pro-slow. Participants must find a space on the court and close their eyes. When I call out a type of shot in tennis they must play a shadow stroke as slowly as they possibly can. The person who completes the movement the slowest is the winner. After the game I will check the understanding of the participants and ask them to talk me through the coaching points of a forehand.

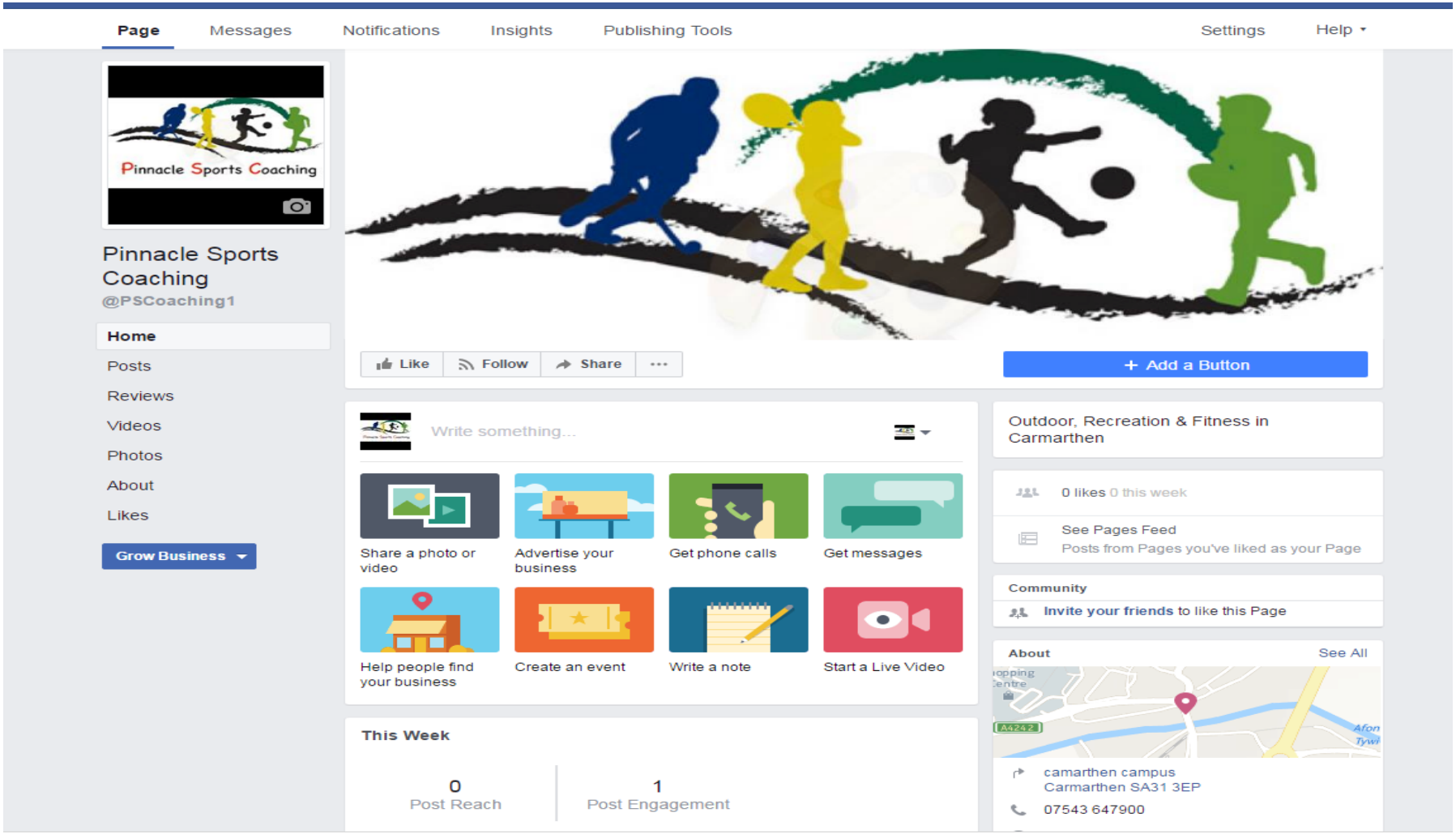
17.3.13. Website




Videos
LOGO
Pinnacle Sports Coaching
Sample Testomonial
Our school has used the services of JB Sport since the very early days of the PE Grant (which developed our ability to support external provision for PE and sport in school). We have found JB Sport to provide exemplary support. They are very thoroughly organised and are always willing to respond to the individual needs of the school (including supporting extra-curricular activities beyond the normal working day). The same specialist supports all of our sessions and this consistency leads to strong bonds developing between the specialist, the staff and the pupils. The activities which the pupils undertake are well planned and developmental. Children enjoy the sessions and their skill levels have developed. We have also been able to take part in a variety of inter-school competitions organised by JB Sport. School staff have worked alongside the specialist and this has provided excellent Continuous Professional Development. The impact on school, its staff and its pupils has been very clear and extremely positive..."
READ MORE
Create a WiX site!
2017 Sports Camps
24th July - 28th July
31st July - 4th August
7th August - 11th August
14th August - 18th August
21st August - 25th August
28th August - 1st September
Book Here
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Pinnacle Sport Coaching launching soon!!!
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Pinnacle Sports Coaching
has provided excellent Continuous Professional Development. The impact on school, its staff and its pupils has been very clear and extremely positive...'
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2017 Sports Camps
24th July - 28th July
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21st August - 25th August
28th August - 1st September
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17.3.14. Facebook Page



17.3.15. Twitter Page



17.4. Questionnaire

Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Trawsnewid Addysg . . . Trawsnewid Bywydau

Transforming Education . . . Transforming Lives

M6X02098: Individual Contribution Assessment

Please complete this short questionnaire honestly and in full. It must be included in the appendices of your business plan and uploaded via Turnitin by 2pm on Friday 19th May.

Name: George Mead ***Student Number: P144150***

1. Please outline below the tasks you completed for the business plan and promotional resources?

Business Plan

Executive Summary, Business Name, Business Form, Business Activity, Mission Statement, Aims, Objectives, USP, Rationale, Market Research, SWOT Analysis, Working Partnerships, Customer Relationship Management, Equipment, Key People and Job Functions, Background Details of Key People, Financial Highlights, Conclusion and References.

Promotional Resources

Schools Brochure and Summer Camps Brochure

2. Please rate your own overall performance of these tasks? (tick one box only)

❒ *Very Poor* ❒ *Poor* ❒ *Average* ❒ *Good* ❒ *Very good* ✓ *Outstanding*

3. How satisfied are you with your contribution to the group tasks? (tick one box only)

❒ *Not at all satisfied* ❒ *Not satisfied* ❒ *Neither satisfied or dissatisfied*

❒ *Satisfied* ✓ *Very satisfied*

Please justify your answer below.

I do not think I could have contributed much more. I feel I helped out teammates when they had other work priorities, and completed my own tasks as well.

4. How well do you think the group performed as a team?

I think we initially struggled. The individuals in the group all worked in different ways which was difficult. I also felt that there was a lack of movement at times which was frustrating.

However, I think once all work had been completed and when we met to put everything together, we worked reasonably well.

5. How do you think the group could have improved its performance or performed even better?

There needed to be more communication amongst the group. I attempted to communicate through Facebook Messenger. However, these messages were often ignored or received limited response. We did meet up face-to-face also which seemed to be the most effective method.

We should have met up more regularly, and held more brainstorming sessions so we could have developed the business together. At times, it did not feel like all of the group knew exactly what was going on. This was due to two members of the team not being as actively involved compared to others.

6. What have you learned about team working from partaking in these group tasks?

You need to be able to trust your teammates to get work done. Regular face-to-face meetings also need to take place to ensure that teammates know what is happening, and that they are keeping up with the workload. I learnt that team working is difficult when you are working with people who you would not normally work with. However, I do think that team work can be rewarding at the same time.

7. ***What have you learned about yourself from taking part in these group tasks?***

I think I find it difficult to work in team who are prioritising other work. I also found it hard to trust all team members. Instead of chasing up teammates to do work, I would rather just do the work myself as it caused less hassle. When I did chase up work, it either did not have any impact or resulted in conflict. Perhaps I need to rethink methods of communicating with individuals as everyone reacts differently to different approaches.