

FOOTBALL LIFE

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Abstract

This business plan is about creating an organization and a platform called Football Life for adult amateur football lovers.

From the society perspective, the organization aims to cultivate amateur community football culture, to make adult amateur football lovers through joining Football Life to perceive the joy of football in Football Life maximally.

From individual view, to let people get into football activities in reality by kinds of football culture activities and to satisfy or to create the need of improving their football skills and match performance by consistent one training one match in one week model which is created and afforded by Football Life. In the same time to satisfy their other relevant needs and social needs.

The ultimate purposes and benefits are to lead amateur football lovers to enjoy and to find self-belonging in Football Life. Through Football Life to make a better community and society.

Key words

Adult football training organization, SWOT analysis, Business model, Kaizen

JEL Codes: M13 New firms; Startups

Resumo

Este plano de negócio trata da criação de uma organização e uma plataforma chamada Football Life e é destinada a jogadores adultos, amadores de futebol.

Do ponto de vista da sociedade, a organização procura cultivar a cultura de futebol Amador na comunidade, levando os jogadores amadores de futebol a se juntarem à Football Life para beneficiar do prazer que o jogo proporciona e melhorar até atingirem o seu máximo desempenho desportivo.

Do ponto de vista individual, a organização procura dar às pessoas a possibilidade de se envolverem na cultura do futebol através da prática desportiva. E satisfazer ou criar necessidades dos jogadores amadores de futebol que desejam melhorar os seus skills de futebol e atingir níveis de desempenho bons nos jogos. O propósito e benefício daqui decorrentes são os de proporcionar aos jogadores amadores de futebol a experiência e sentimento equivalente aos de um jogador profissional, terem prazer e melhorarem.

Palavras-chave

Organização de treino de futebol de adulto, Análise SWOT, Modelo de negócio, Kaizen

Códigos JEL: M13 Empresas novas; Startu

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1. Introduction

China modern urban society is characterized by a life style that tends to remove people from outside activity, sitting more time, eating more calories, having more stressful working days. People are under constant pressure from multiple sources as they have to cope with work responsibilities, family responsibilities, among others.

More severely, this has provoked the emergence of diseases that are characteristics of modern societies, namely, cardiac problems, diabetes, or cancer mostly originated by blood hypertension, obesity, cholesterol, sugar intake, food contamination with chemicals, and air pollution. Among the many causes that have been linked to these new illnesses, the lack of physical activity is one of the most cited.

Urban policies acknowledge that physical exercise must be favored and create conditions for people to sustainably use sport urban facilities or practice some kinds of sport in public areas (Sallis, Bauman & Pratt, 1998; Berg, 2016). Guangzhou, as the third biggest city in China, has a great football infrastructure as in Guangzhou as well as many other places there are many adult sport lovers who put football as their priority (Yang Xiaoling,2013). Those amateur football lovers play with their friends, colleagues and strangers, which are connected by interest groups in Internet. Normally, they play for fun and try to use football as a social tool to find the true release from pressures and worries that are kept away in the football pitch.

During the last 5 years, with the successful development of professional football in Guangzhou, there are more and more football tournaments emerging in the amateur football lovers area. These take place between different company staff teams and amateur football lovers' teams. The non-professional football competition developed dramatically in all aspects. The organization is becoming more professional and the sponsorship fees is more expensive. More and more amateur football lovers start attending competitive and energetic games. The non-professional football competition becomes a hot issue among amateur football lovers and there are more needs for amateur football lovers to improve their athletic level rather than just satisfy the aim of keeping health. However, it is not viable for an amateur football player to join football academies (usually built for professionals or children) or even to learn by doing as this

involves specialized knowledge in health such as sport medicine or psychology. Therefore, there is a market which needs to focus on this segment of the population (adult football amateur players) that is yet to be satisfied. We believe this is an opportunity for a training organization to operate in this market.

2. The context

2.1. Political

The central government published the overall plan for the reform and development of Chinese football in 2015. It starts with the meaning of improving Chinese football development level. Since the Chinese Communist Party's 18th National Congress, the Central Committee of Chinese Communist Party which with Comrade Xi Jinping as General Secretary has placed the agenda of revitalizing football as an important task in developing sports and building a country which is strong in sports. Prime Minister Li Keqiang attaches great importance to football and sport industry. The State Council has conducted special researches and deployments for many times. That is obvious that China's football reform and development has ushered in unprecedented opportunities (OSC - 国务院办公厅, 2015). Under the instructions of the Central Government, Guangdong province government published the "The medium and long-term plan for the development of Guangdong Province" in 2016. In its fifth chapter, it focuses on the development of the amateur football lovers and emphasizes that Guangdong province government and Guangdong province should promote the development of social organizations. It also formulates guidelines for the development of social football organizations and encourages social forces to create various forms of social football organizations and guide the development of social football organizations in different regions effectively, healthy and orderly.

The overall intention is to enrich all kinds of social football activities where all local government agencies, enterprises, institutions, social organizations and people's organizations are encouraged to carry out various forms of football activities. The document states that all local football associations should strengthen their services and guidance for all types of football activities and integrate all types of football activities organically into the regional football league system. Increase the recognition and participation of the amateur football lovers in football projects and increase the number

of amateur footballers constantly. Encourage the grass-roots community to combine realistic situation with a wide range of community football activities and realize the community football being well organized, having specific filed, enough teams, specific league, stable funds and normal mechanism.

The purpose can only be attained if the social football service system is improving and if all local football associations fully perform the service functions for social football and strengthen support, guidance and services for the organization of social football events, personnel training, coordination guidance, registration management, referee supervision, disciplinary arbitration etc. So, to promote social football development needs a sound amateur sports management mechanism.

2.2. Economic

As an important center city and international trade center of China, the Guangzhou government has proposed the goal of creating an honest consumer environment, enhancing the city's consumer image and building an international consumer center during the “12th Five-Year Plan” period. With the past five years plan, the work of the municipal government was effective. The World City Research Group and the Internet (GaWC) released the 2016 World City List where Guangzhou was first admitted to the Alpha-class and entered the global city for the first time historically. One echelon, the world's first-tier cities ranked thirdly only to Beijing and Shanghai in the mainland

According to the data from statistical yearbook, published by Bureau of Statistics of Guangzhou, the average yearly revenue of Guangzhou consumers is 50,941 RMB (6,825 euros) in 2016. According to consumer situation survey report conducted by the Guangzhou consumers committee in 2017. For monthly salary, there are 35% of consumers who are in the interval of 3,500 and 6,000 (470-800 euros) RMB which is in the second category and 24% citizens are in the third category which is the interval of 6,001 and 9,999 RMB (800-1,300 euros). In the meantime, the percentage of education and culture expenditure takes 29% among all kinds of consume expenditure categories which takes up 18% of their monthly salary.

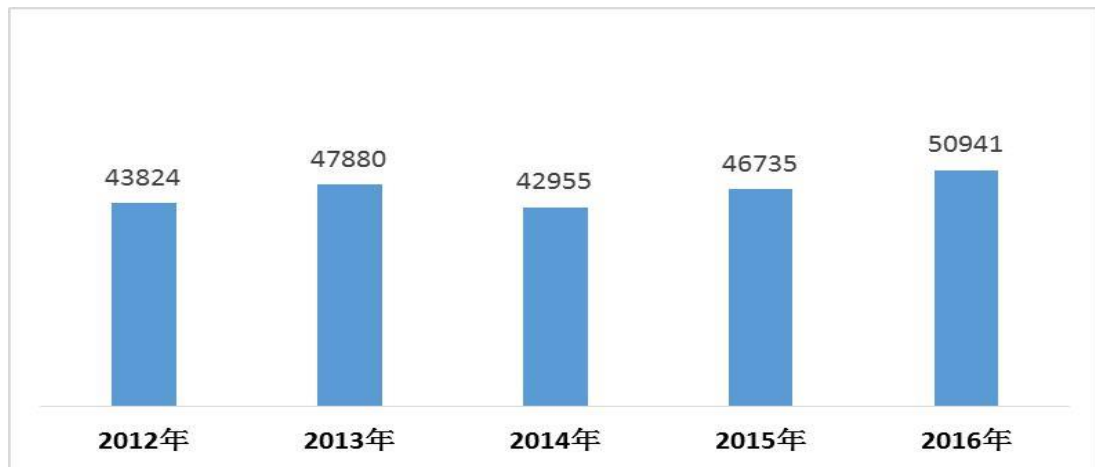


Figure 1 The average yearly revenue of Guangzhou consumers

Source: GCC - 广州市消委会, 2017.

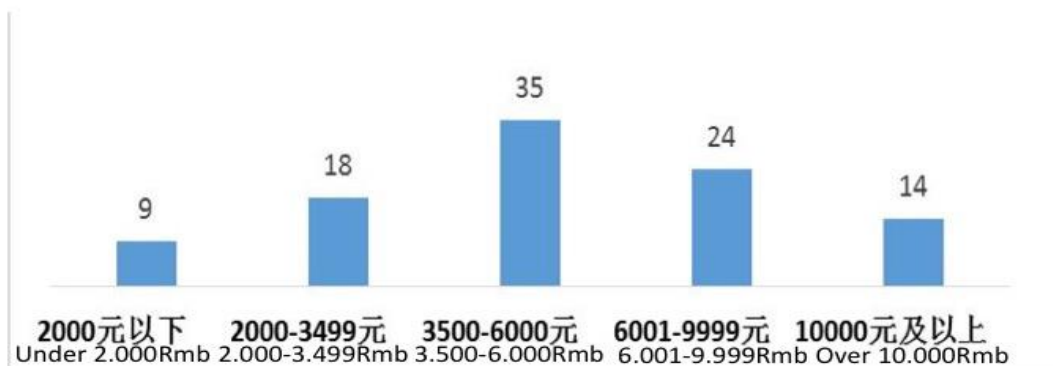


Figure 2 The monthly revenue of Guangzhou consumers

Source: GCC - 广州市消委会, 2017.

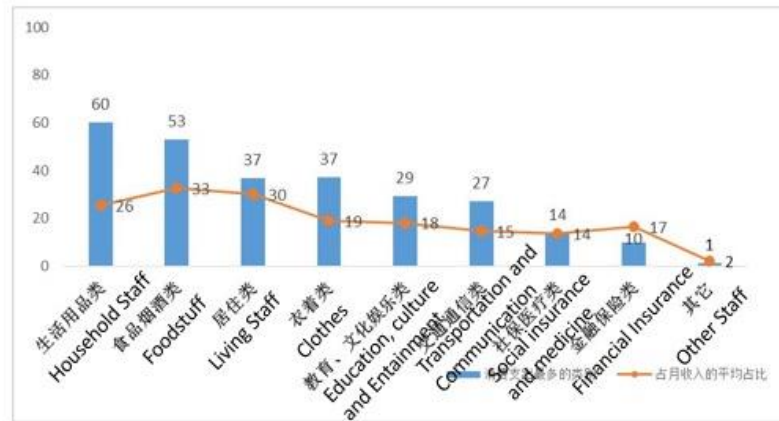


Figure 3 The percentage of each type expenditure in monthly revenue of Gaungzhou consumers

Source: GCC - 广州市消委会, 2017.

2.3. Social

People are in need more social life and team grouping other than work. The fast speed economic growth in China pushed employees into an intense working hours schedule driven by a sense of duty, wealth seeking, offering families better life conditions, also within a context of high competition organizational settings. This situation takes a toll both in work-life balance where time devoted to family, friends and oneself is cut down to the possibilities. Which makes the spare time for sports being limited and low quality. As a collectivistic culture among Chinese people, strive within social bonds operating as whole with aligned purposes and motivated by group belonging and acceptance orientation. Such groups can be work teams but also family and friends. So, within a collectivistic society people need to feel socially bonded and accepted (Morling & Lamoreaux, 2008).

Amateur sports, especially those that are group-based such as football, fills in the void created by modern competitive working life. A review of research on the effects of regular participation in small-size football games found that such activity has very positive psychological and social consequences, namely are two aspects. Firstly, is that football amateurs experience a sense of flow which is a psychological state of pleasure

and immersion that brings joy and wellbeing. Secondly, is that football amateurs accumulate more social capital which means they have more social interactions, larger social networks, more bonding and habits of civic engagement. These findings clearly suggest that the regular practice of amateur football is a positive answer to social needs.

2.4. Technology

Widespread use of smartphones makes online platforms accessible. The quantity of smartphone users in China reached 699.04 million.

While, during the last five years, China's online platforms has their own development which are now distinct from their US-designed counterparts and in some areas are more advanced. Specifically, in applications for mobile devices, online to offline services and financial technology (fin-tech). China now accounts for half the world's digital payments and three quarters of the global online lending market and those in China's expanding middle class conduct much of their personal and professional lives through integrated web platforms. This holistic, mobile-oriented digital universe has grown symbiotically with the adoption of smartphones.

With huge number of users of smartphones, it makes China has the basement to have the world's most dynamic star-up scene. In the last three years, it has produced 34 private companies which are valued at more than US \$1 billion with the financial support by private venture capital investment, monstrous state-backed funding and state-supported incubators (Lee, 2017).

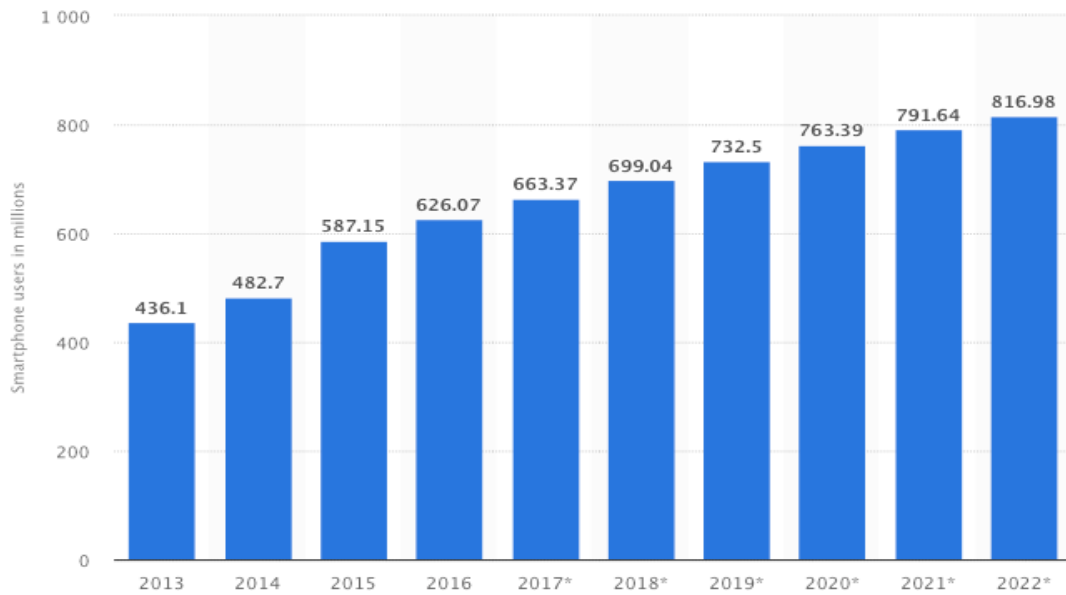


Figure 4 The quantity of China smartphone users in each year

Source: statista,2017.

2.5. Ecological

The 13th five-year plan of the Chinese Government targeted the Ecological Civilization as a top priority where healthy life styles are favored over consumerism and sedentary ones. Sport practice is one of the activities that can refocus citizens attention to healthy and nature-close life style. So, under the ecological umbrella, play sports that do not require machines is advocated.

Ecology Sports refers to the sports to build a relationship or contact of the physical, cultural and ecology environment with mutual coordination and care, symbiotic harmony and common development, which by sports movement in nature and social ecology environment, to show physical human health and personality, reflecting the care for the ecology environment of nature and society and humanitarian spirit in sport, promoting healthy, civilized and harmonious way of life, so as to achieve to maintain the harmony and development of the world.

During the time when amateur football lovers are playing football, they are releasing energy and sweat without pollution release which is the lifestyle that the government advocated citizens to live with (Xia, 2012).

As for the damage caused by sports activities in endanger and vulnerable locations. However, overall, compared to other causes such as agriculture, forestry, industry and transport. Sport activities tend to influence the environment less (Jagemann, 2003).

2.6. Legal

According to People's Republic of China labor law, article 10 allows and advocates this organization to exist and to development. In overall plan for the reform and development of Chinese football published by the State Council of China it mentioned to encourage developing football training organizations. In 2018, China football association published the qualifying standards of china football training brand association which requires the organization here must be an enterprise or social community or a private non-enterprise organization registered in the Business Administration Department or Ministry of Civil Affairs Departments. It does not include sports and education departments and all types of sports schools and professional football clubs.

The standard is divided into 1,000 grades, of which "standardized" accounted for 80 points, "service capability" accounted for 420 points, "operational effectiveness" accounted for 460 points and "comprehensive evaluation" accounted for 40 points. These four types of A standard were subdivided below. There are 15 B-class standards and 30 C-class standards, each of which has a certain score. The criteria that must be met by participating organizations include: There must be an independent legal entity and the registration period should exceed two years; must be registered in the local football association; must be qualified for annual inspection (the enterprise should accept the annual inspection by the Bureau of Business Administration and must be qualified. The social service organization should accept the annual inspection of the Bureau of Civil Affairs and must be qualified). Foreign coaches must hold a valid labor card and must go to the local football association for registering. (Chinese Football Association, 2017).

3. The overview of establishing process

Football Life intends to characterize the market needs that we believe will create an opportunity for a new business. Once the market need is fully characterized, Football Life intends to present our solution, taken as the set of services that satisfy that need.

After the solution (as a general idea) is provided, Football Life intends to characterize how it will be structured in terms of processes? Where resources come? How they are used? and what kind of market decision Football Life will use? Football Life ends this section by stating our own view of what a business plan should technically detail by supporting on published work and the role that financial plan can have in justifying why this sort of proposal is valuable and what other outcomes are of this business? Here Football Life also highlight that the scarcity of official documentations that depict the amateur football area in Guangzhou. However, there is useful information in social media that despite being less formal might be taken as sufficiently information for our purposes.

3.1. The market context and needs

3.1.1. Market Context

After the foundation of People's Republic of China, the word 'sports' has been associated with a wide range of meanings. It can mean "physical exercise" in both a competitive and non-competitive sense, and it can also be understood as "physical education" within a system or organization. In China, developing sports was proposed by chairman Mao and his value of a highly centralized sports program can strengthen the physique of the Chinese people and develop a strong national unity was widely believed in the whole society until now (Jin, 2001). In the new era, after Chairman Xi become the national leader he announced his vision for the Chinese sports industry: to create a domestic economy which has worth more than \$800 billion by 2025 (Junior & Rodrigues, 2017).

The development of Chinese football makes this specific sport more special among all sports. At the same time, China appears somewhat paradoxically to be in the midst of both a health and fitness boom, and an obesity epidemic (Wu, 2006). Investing in sport has helped to crystallize the agenda around these issues. Similarly, China's predisposition towards entertainment and its deepening love for social media is providing opportunities for sport to generate content that users crave (Chadwick, 2016). From 2012 to 2016, Chinese clubs lead global spending growth with large financial investment being made in local clubs. Football starts be popular again as more and more fans follow their teams by going to stadium or watching TV. There are more and more football lovers that play football during their free time. Usually the football pitches are

full of people during the work off time. Especially in Guangzhou. Which is the third biggest city in China and has two football clubs in the Chinese Super League. Both of them are strong among Chinese clubs especially Guangzhou Evergrande they won five times China Super League champions sequentially and also two times Asia Champions League make their historic reputation. This makes Guangzhou Evergrande become the best team in China and have many fans.

In the amateur sports domain, football has a long-time popularity and remains the most popular sport among the ball sports (Li Ling,2013). The Sports Ministry Government advocates increasing sport industry as well as the financial investment involved into sport industry, especially football area. The dramatic number increase of football facilities is one of the results.

The sport equipment industry provides high quality products which always satisfy the needs of football players and there are many wearable IT equipment and applications come to the IT market that aim to football area such as team manager function app, performance record app, and football news and football games app. Which gives people more connection with football.

3.1.2. Market Needs

China has a not long history of playing football comparing to most European countries and the population of amateur football lovers are in a relative low level both in quantity and quality because sports education, more specifically, football education is almost not existing during the 80s and 90s.

From the market analysis survey which is conducted by Football Life the average score of self-requirement on playing football is 5.07¹(Figure 5). Which means they want while do not have strong motivation to improve themselves. While from the distribution analysis, we can see the bar charts on the right side of the average score are much higher than the left side which means most of amateur football lovers still have the requirement to keep their play performance level.

The average score of the willingness of improving playing performance is 4.01(Figure 6). Which means they want to keep their athletic performance while have less ways and motivation to improve.

¹ The score of each question is collected and analysed by all questionnaire survey conducted by Football Life which is answered by adult amateur football lovers.

The average score of attending Football Life weekly training and match module is 3.24 (Figure 7). Which means they would like to attend in some degree and Football Life is confident that the score will increase after their first experience in Football Life.

Those statements and data are the prove why there exists a huge potential market among amateur football lovers.

In the same time, because of the city life-style with more sitting time and less exercise time, which makes people have no chance and willingness to do some sports individually. Especially Football as a collective sport which operates better in a group unit, in this way, amateur football lovers always need to have a group to play with. Nowadays with limited free time and less local football amateur football lovers, relevant information and pitches make it hard for them to get into the group by themselves and play with others.

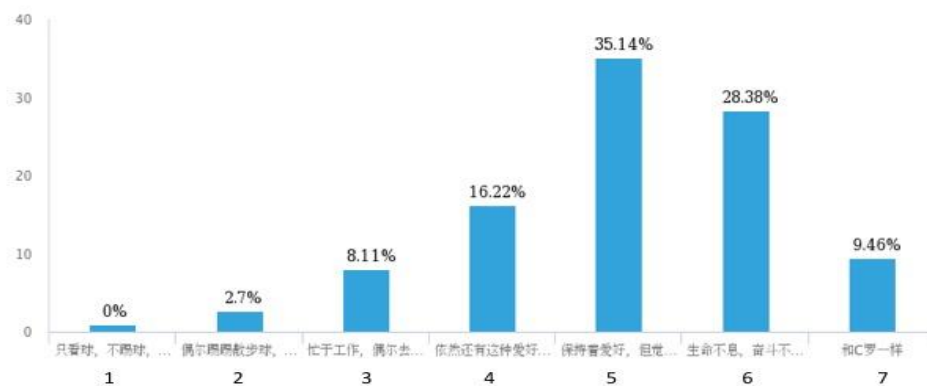


Figure 5² Self-requirement on playing football of Guangzhou amateur football lovers

Source: Football Life online target customer survey, 2018.

² The minimum number corresponds the minimum self-subjective consensus and the maximum number corresponds the maximum self-subjective consensus in each question. The same logic is used in Figure 6, Figure 7 and Figure 8 respectively.

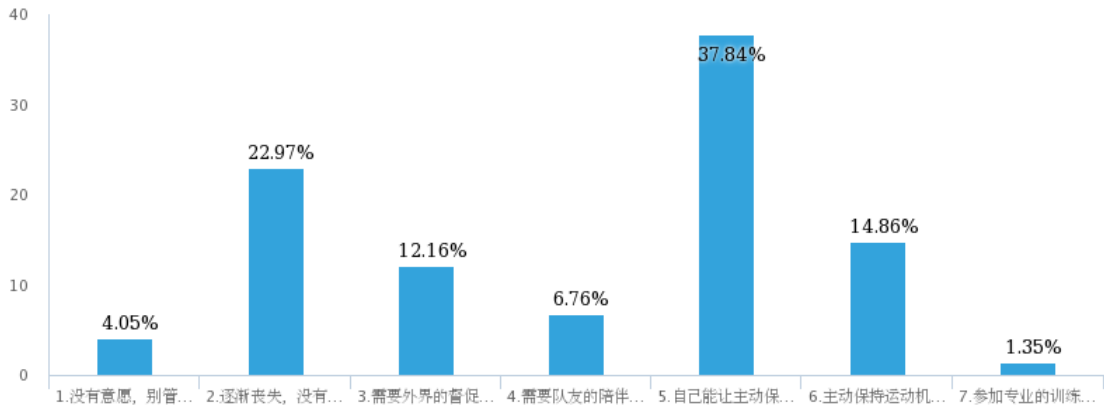


Figure 6 Willingness on improving performance of Guangzhou amateur football lovers

Source: Football Life online target customer survey, 2018.

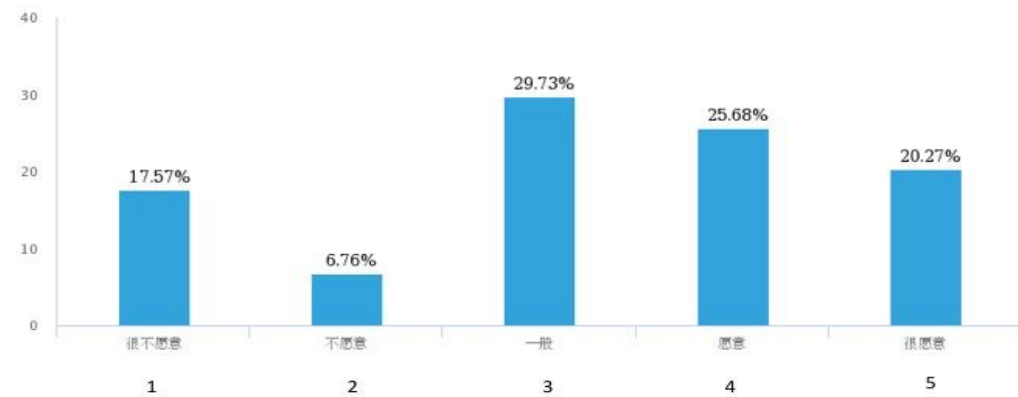


Figure 7 The willingness of attending Football Life of Guangzhou amateur football lovers

Source: Football Life online target customer survey, 2018.

3.1.3 Social Contact Needs

Because of common interests there is no deny that football pitches and football teams are great places to build personal relationship which can satisfy the social needs of people.

In the market analysis among amateur football lovers which are our target market consumers, we got the average score of building social contact needs is 2.91 (Figure 8) which means most of them agree that playing football is a good way to make friends and they would like to make friends whom they know from playing football to build up

their social contact circle. From the distribution situation, we can see that most of amateur football lovers are willing to make friends through football.

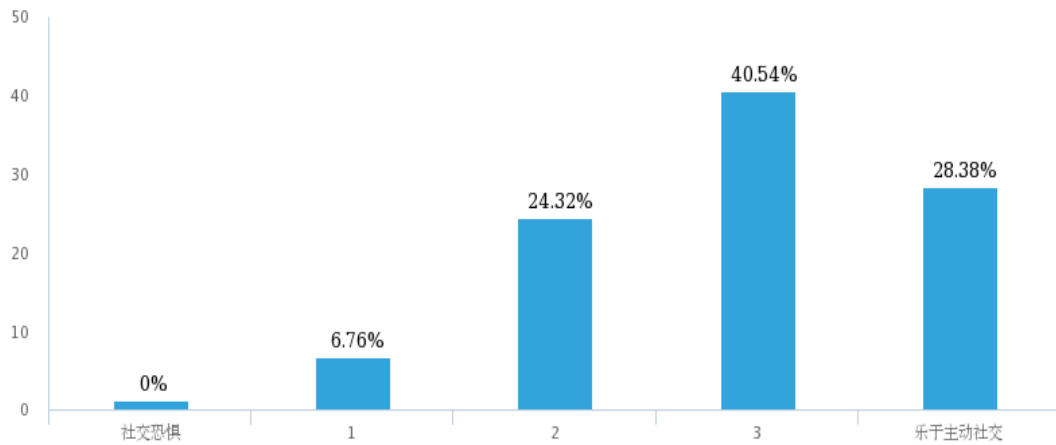


Figure 8 Willingness of building social contact needs in playing football of Guangzhou amateur football lovers

Source: Football Life online target customer survey, 2018.

4. The Solution

Since there is a great number of adult amateur football lovers that would like to increase their level of football performance, focusing on that target market we intend to create one organization which creates multi-cultural football activities to amateur football lovers to attend and creates football growth program which supports adult amateurs playing in a more professional way in training and matches weekly. Football Life focus on pairing individuals by their football proficiency and willingness and through scientific training and high competitiveness matches to improve themselves.

And from the market analysis we got that the support and attendance degree of amateur football lovers to Football Life is 3.38 (the scale is 0-5), which means those amateur football lovers support what Football Life is doing and would like to attend. What makes Football Life feel grateful and encouraged is 27.03% of people who answered the questionnaire expressed the maximum support degree to Football Life.

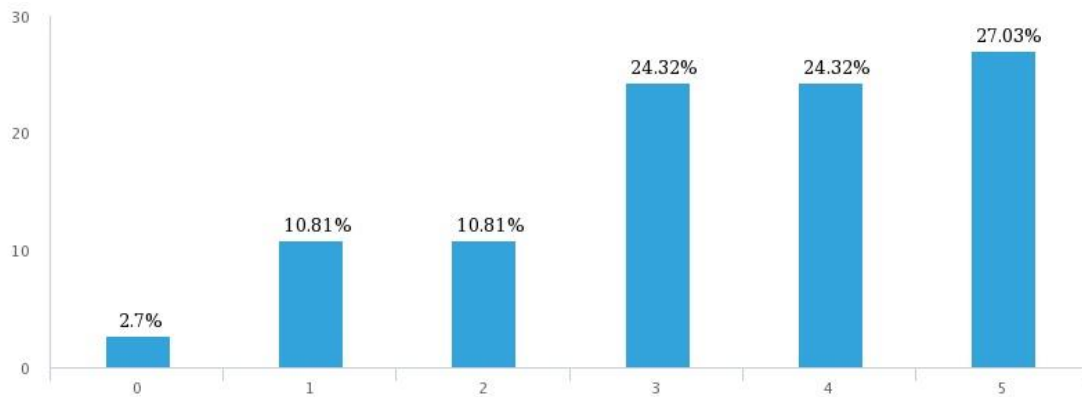


Figure 9 The support degree to Football Life of Guangzhou amateur football lovers

Source: Football Life online target customer survey, 2018.

4.1. The overall perspective of this proposal

Here, we intend to share the reasons for options about this business plan and how we believe it fits the main societal purpose of social and economic development. The definition of entrepreneurship includes more than the mere creation of a business; it also includes the generation and implementation of an idea. Entrepreneurs are frequently thought of as national assets to be cultivated, motivated and remunerated to the greatest possible extent. Entrepreneurs can change the way we live and work. If it is successful, their innovations may improve our standard of living, and in addition to creating wealth with their entrepreneurial ventures, they create jobs and the conditions for a prosperous society.

Trailblazing offerings by entrepreneurs, in the form of new goods and services, can produce a cascading effect by stimulating related businesses or sectors supporting the new venture, furthering economic development. Through their unique offerings of new goods and services, entrepreneurs break away from tradition and indirectly support freedom by reducing dependence on obsolete systems and technologies. This results in an improved quality of life, improved morale and greater economic freedom (Seth, 2017).

Any new business will start by a business plan. In writing this business plan we followed Kaplan & Warren (2007) guidelines. Namely that it should be a concise document, yet comprehensive, well-written, well-organized, and attractive that is useful not only to show exactly what the business is intended to be but especially, to raise capital and funding. Football Life also kept in mind that the business plan should allow

measuring actual performance against expected performance. A business plan should describe where a business is heading, how it hopes to achieve its goals and objectives, who is involved with the venture, why its product(s) or service(s) are needed in the marketplace, and what it will take to accomplish the business aims. We also kept in mind that besides the overall information, a business plan should detail the market analysis, management team and financial plan (Kaplan & Warren, 2007).

Overall, this business plan is written with a focus on entrepreneurship, i.e. looking for market gaps and intend to show a possible solution in a synthetic, clear and comprehensive way.

4.2. The business model

According with Kaplan and Warren (2007) a business model is a framework in which a company is built, i.e. a system that blends all the aspects of business into a coherent whole putting together marketing, production, information, stakeholders, customers and authorities.

This business plan is about creating an organization and a platform called Football Life for the adult amateur football lovers. From society perspective, the organization aims to cultivate the amateur community football culture, make amateur football lovers join Football Life to perceive the joy of football and improve themselves in Football Life maximally. From individual view, to let people get into football activities in reality by kinds of football culture activities and satisfy or create the needs of amateur football lovers who wants to improve their football skills and match performance by consistent training and matches. In the same time to satisfy their social needs. The ultimate purposes and benefits are to lead the amateur football lovers into feeling like a professional football player to enjoy and improve themselves.

Football Life will integrate responsibility over its task such as operation, promotion, daily maintenance routine, participant quantity increase, football pitch reservation, the recruitment of the coaches and referees as part of the human resource of Football Life. What is more, the organization is in charge of the financial part, procurement and the administration work of Football Life.

Football Life will have cooperation with one professional coach who works as the director of coaches. He or she will set the training plans and lessons to make it into textbook which works as the guidance of training for all part-time coaches. The training

plans and lessons will stress the interestingness, scientific character in each training module. In the same time, the director of coach will change the plans and guidance by the real training situation in other words, the profession level of the direct coach determines the quality of the training to a certain degree.

The service of “Football Life” is aiming to all amateur football lovers who becomes members of Football Life. What Football Life will do is that professional operational staffs in Football Life will charge for registration, evaluation, and group arrangement of amateur football lovers. Then operational staff allocates these groups to training and matches weekly, and information will be provided to all participants such as time, location for the training and match. The operational staff also gives feedback of coaches to all amateur football lovers participants (those seen as consumers in this business) and collect the feedback of participants. Football Life will afford two kinds of course for the football lovers to choose. The first one is five-a-side football another one is seven-a-side football. The amateur lovers pay different amount fee to be a member of Football Life with different time period and football type to attend. Both of them are one training and one match in a one-week model.

Apart from that, Football Life will have cooperation with other service organization which can afford additional services to participants such as rehabilitation service, personal match videos and performance data.

4.3. The Proposal

Following the guidelines concerning what a business plan should detail (Kaplan & Warren, 2007) we will depict our views about the core issues of the organizations we intend to build: its mission, aims, and objectives. Afterwards, we characterize the structure of the organization that we think will enable us to achieve its mission. Because context is essential to judge on the adequacy of any business proposal, we will do a detailed characterization of the context using PESTEL analysis. Lastly there are two dimensions that deserve special attention: market plan and financial plan. Because marketing has a critical importance for any company, especially one that is starting up we opt to thoroughly anticipate our best options, namely by resourcing to the 4P model which was advocated by Jerry McCarthy in 1960. Also, for any given investment to take place, one needs to show a realistic projection of financial needs and outcomes.

Therefore, this section will end by detailing financial indicators and projections to judge on its self-sustaining and profitability.

4.4. Mission, values, aims and objectives

4.4.1. Mission

An effective mission statement represents a clear, long-term vision of where a company is going and what it is striving to achieve, thereby providing a focal point for integrating a company's overall planning effort and reinforcing its commitment to being totally customer-driven. Its overall scope should cover two interrelated components:

The first component is the company's basic business in terms of products and services to

provide and markets to serve. The other one is the establishment of an appropriate set of business values, attitudes and beliefs (Brown, 1984).

Once clarified, it should ideally take the form of a concisely written statement, which should then remain the focus of the company's energies for a considerable period of time. Notably, a successful mission is one which communicates, both in terms of the way in which it is written and presented, and how it is promoted throughout the company, thereby serving to instill in employees a common sense of meaning, purpose, opportunity, and direction (Cavanagh & Clifford, 1986).

The mission of Football Life is to build a platform to improve China social football development level and cultivate community football culture.

4.4.2. Values

From the many values that could possibly convey meaning and guidance to this sort of business, we opted for Creativity, Profession, Humanity, Vitality, Unremitting, Kaizen and Love.

Creativity means Football Life will always make innovations on our services. Profession means Football Life will focus on what it is doing in a scientific way. Humanity means Football Life care the interaction of all participants. Vitality means Football Life is an energetic organization and people will get vitality from Football Life. Unremitting means participants joining Football Life in long term will be infused by football culture in their life gradually. Kaizen means Football Life will always

improve services from every detail. Love means all the participants have strong love for football.

4.4.3. Aims

In short, the aim is to be able to answer the questions, “where are we now?” and “where could we go in the future?” (Drucker, 1973), Football Life is a new organization which dedicated to spread the joy of football to more people and improve themselves in football area. Our aims are as follows:

1. Connect more people through Football Life to enjoy life out of screen.
2. Educate and help people to perceive the joy of football maximally and improve themselves in football area.
3. Increase the spread of the football culture and Football Life, let more amateur football lovers join Football Life.

4.4.4. Objectives

1. Create more diversified and meaningful football activities which are surround by football.
2. Every year Football Life increases the same quantity members which is equal to or more than the quantity of the starting year (170).
3. Maximize the customer satisfaction from three divisions which are overall satisfaction, coach profession level, and self-improvement value consensus.

4.5. Logo



Figure 10 Logo of Football Life

Source: Football Life, 2018.

The logo takes two main elements of football as the background which are football and football pitch. With the green and white color which makes this logo looks energetic, young and vivid. The logo is centripetal where football is in the middle and the name of Football Life is written in English and Chinese which highlights the key elements and makes it attractive.

5. SWOT Analysis

SWOT analysis (or SWOT matrix) is a strategic planning technique used to help a person or organization identify strengths, weaknesses, opportunities, and threats related to business competition or project planning (Helms & Nixon, 2010). It is intended to specify the objectives of the business venture or project and identify the internal and external factors that are favorable and unfavorable to achieve those objectives. Users of a SWOT analysis often ask and answer questions to generate meaningful information for each category to make the tool useful and identify their competitive advantage. SWOT has been described as the tried-and-true tool of strategic analysis.

Strengths and weakness are frequently internally-related, while opportunities and threats commonly focus on the external environment. The name is an initial for the four parameters the technique examines:

Strengths: characteristics of the business or project that give it an advantage over others.

Weaknesses: characteristics of the business that place the business or project at a disadvantage relative to others.

Opportunities: elements in the environment that the business or project could exploit to its advantage.

Threats: elements in the environment that could cause trouble for the business or project.

5.1. Strengths

5.1.1. *First mover advantage*

In marketing strategy, first-mover advantage (FMA) is the advantage gained by the initial ("first-moving") significant occupant of a market segment. A market participant

has first-mover advantage if it is the first entrant and gains a competitive advantage through control of resources. With this advantage, first-movers can be rewarded with huge profit margins and a monopoly-like status.

Football Life is the first organization which focus on the adult amateur football lovers rather than the training market of children and teenager. As the first organization in adult amateur football lovers market it is beneficial for our brand to spread and to be memorized by adult football lovers. In the same time, to gain as much market share as Football Life can serve.

As the first mover in this market, Football Life has the time advantage to attain self-development, more specially, Football Life have more operational time and experience to know this market better which is beneficial for Football Life to change the service to satisfy the participants well. In this way, to build the core competence ability.

Time is unchangeable if a brand is original in one specific market, it always has culture and reputation rewarded by the firstly creation achievement. Which will be revered in that specific market area by the target consumers.

5.1.2. High level management team and coaching team

The creator of Football Life acquired the diploma of Master in Management and have broad experience in football area both in Guangzhou and abroad. At the same time, the creator has a better understanding of football and as for himself, he is a fanatical amateur football lover. He will always think from the side of amateur football lovers to always care about consumer satisfaction.

The coaching team will be supervised by the coach who has the class A certification awarded by European Football Association which approves him as the highest-level coacher in football area. In the same time, all the coachers in Football Life are well-known players in Guangzhou amateur football lovers circle and will be trained strictly before becoming a high-level coach.

5.1.3. Scientific, professional and systematic training system

Football Life will use uniform coaching guideline and content to carry out the training from the basic level to technique level. Which makes the training more professional and consistent. In the same time, Football Life will use professional assessment criterion to measure the performance of all the participants in any stage to let them have a comprehensive and objective awareness of their football level.

5.1.4. Multiple additional service

Football Life will build strategy partnership with other relevant organizations. Such as football equipment vender, commercial insurance company, sports rehabilitation center and sport performance analysis service center. In the same time, those participants can attend kinds of football culture activities organized by Football Life. In this way, amateur football lovers will satisfy their needs comprehensively and diversely.

5.2. Weaknesses

5.2.1. Lack relevant experience

The creator lacks previous relevant industry working experience, the business has no previous reference, so everything must start from the beginning. Sincere every aspect needs start from zero, the risk is high.

5.2.2. Long preparation time

Since every part of work will start from the beginning, the prepare time will take longer at least needs two months to start the business. The previous preparation work is a difficult task for the creator to finish alone.

5.2.3. Without the ownership of pitches

Football Life does not have ownership of any football pitches in Guangzhou. Football pitch not only takes a basic role as the necessary requirement for Football Life operating but also takes 32% in the total cost. Having corporation with the third party always remains some uncertainty and has the communication cost. Without its own football pitches is a weakness undoubtedly.

5.3. Opportunities

In the same time, the government encourages new enterprise to come into the market. In 2015, the Premier of the State Council addressed that “Everyone creates business and everyone makes innovations” policy in the report of government yearly work. The Premier Li thought this policy can expand the employee rate and improve the revenue of citizens in the same time it is beneficial to promote the vertical flow of the society and equality and justice.

In the football area, under the instructions of “China football reform plan” published by the Central Government, Guangdong province government published the “The medium and long-term plan for the development of Guangdong Province” in 2016. In its fifth chapter, it focuses on the development of the amateur football lovers and emphasizes that Guangdong province government and Guangdong province should promote the development of social organizations. It also formulates guidelines for the development of social football organizations and encourages social forces to create various forms of social football organizations and guide the development of social football organizations in different regions effectively, healthy and orderly. From those two aspects, creating Football Life is under a good opportunity environment.

5.4. Threats

5.4.1. New entrants

The adult amateur football lovers training market is not a hard business for new entrant to entry because of the capital requirement is low and the overall entry difficulties is not high. It is foreseeable that the first batch new entrants will be those training organization which are working for teenagers and children, because they have relevant resource. So, in the future, the competence will be intense.

5.4.2. Participants lack long-term insistence

Because the football training occurs on the long run, normally it is a continuous and non-stop process. While in this period, there is a possibility that participants will lose the patience and decrease their willingness to participate, eventually, they will not persist to the end. So how to keep amateur football lovers training habit and perception is also a severe threat.

6. Market Analysis

The marketing analysis section will illustrate how the business will be built based on market conditions and how the business can make sales to ensure successful existence. In the same time, giving the reasons why this business is worth investing. Here I will emphasize market opportunity, competition, market strategy and market research.

6.1. Market scale

Guangzhou as the third large city in the mainland with the highest enthusiasm to football in most first and second tier class cities. According to the investigation which is conducted by the Renmin net, Guangzhou has 1,604 football fields which covers 31,639,000 square meters. In Shanghai the number is 385 and 10,235,000 square meters. Compare to the quantity of football fields in Shanghai, the quantity of football fields in Guangzhou is 4 times larger than Shanghai. Which partially can reflect the population of amateur football lovers who usually play football during their spare time (Pan Yu Feng 潘宇峰 et,al., 2015). Although there is not a specific official number of the amateur football players, there is a big and potential market for sure.

We can assume that Guangzhou football fields serve an average of 4 teams per day (at the very minimum, expecting teams to play not more than 90 minutes) and that an amateur football team will play at least once a week but not more than twice we should expect a reasonable estimate of 44,912 teams, which would roughly translate into 269,472 players (Assuming 6 per team). This would be the market scale which we are intended to in.

6.2. Consumer profile

Most of the amateur football lovers do not have the experience of professional training ever. When and where they start playing football are in youth at school. They keep playing games with friends and colleagues by organizing friendship match or tournaments. Most of the games are 5 side or 7 side teams. Normally, the playing frequency of them is once a week.

6.3. Training needs

Physical attributes, technique attributes, psychological attributes and tactical attributes are the main parts which contribute to an outstanding football player (Cox, 2015). Training session is important for every football player. It not only helps players maintain and increase to a good physical state also make football skills of players maintain and increase.

Football training is a long-time period process and complex project. Fundamentally, it needs non-stop insistence and regular basic training. However, just the fundamental

training, most people cannot carry out well because it is hard to insist by individually or by themselves during a long period. Not to mention football skills improvement of themselves which needs more professional guidance, systematic training and kinds of football training facilities.

Overall in Guangzhou, among the amateur football players, most of amateur football lovers have no training concept and do not take training session before and after match normally. When it comes to football training, they think that training is boring compare to play football games which they can gain more fun. Especially when their spare time is scant, they prefer to play games directly rather than choosing training themselves.

There is no correct concern about the importance of training and what kind of football training amateur football lovers should take.

Sincere there is necessary and lack of training among amateur football lovers in Guangzhou, there should be the market need existence.

6.4. High quality match needs

Though in Guangzhou there is an impassioned atmosphere among amateur football lovers, the quality of the match is still low. Namely are as follows:

1. It is hard to attend or organize football games by amateur football lovers themselves.
2. It is time-consuming and hard to find a new opponent team to organize a friendship match opponent team which have equal football ability level between each team.
3. The unbalanced players ability level among teammates
4. Low organization of the friendship match
5. Low management level of the team

Under this situation, amateur players are playing in an imperfect condition which cannot always let players enjoy their football match totally which ideally should be a competitive and well-organized game.

Above all, we can draw a conclusion there is need existing among amateur football lovers from the aspect of matches.

6.5. Competition

There are lots of organizations which works for the football training in Guangzhou, while most of those organizations are focusing on children and teenagers. Till now, there is no organizations in Guangzhou which are contributing on training amateur football lovers. The competition is weak in adult amateur football lovers. However, the competition of new entrants is high.

After the description of the market here we come to the internal part, facing this market, how football life will survive and develop in this market?

6.6. Market Theory Application

4 P of marketing provides some insight into a critical aspect of successfully taking a product or service to market. Clearly defining product, price, place and promotion must all be considered when developing a marketing strategy for any product or brand. Whether dealing with a startup or an established business, balancing these four elements is critical to marketers working hard to position a particular product or brand in the marketplace. In this part Football Life needs to answer following questions:

What do consumers want from your product or service? How does your product meet those needs? Where do potential buyers look for your particular product or service? How do you differentiate from your competitors? What is the perceived value of your product or service? What current interactions do you have with potential clients?

6.6.1. Product

Football Life is a platform which makes people to get into football by the most extent. Firstly, Football Life affords a chance which let people get into football which regarded as the most popular sports in the world. More importantly, Football Life will define the way of how amateur football lovers should play football, which is also the main work of Football Life by participating professional training and high-quality participation match to keep the love of football and improve not only the health of the participators but the performance level of amateur football lovers.

To be specific, if you are an amateur football lover who does not play football, you will be class 1 member in Football Life which connects people together in reality. We organize kinds of activities which members may click interested or attendance. Such as watching football games together, story sharing meeting, football tournament

organization, club visit tour. This service is quite flexible and occasional. Gradually, Football Life will create some standardized and long-term activities. This part will be the next key emphasis in work after the main work of Football Life operates maturely and normally.

If you are amateur football lover who plays football will be regarded as class 2 members. Football Life makes the train plan with professional coach and matches for you where you can totally exert yourself and in the same time gain more sense of participation and improvement.

Football Life Service Operation:

The amateur football lovers register online or in registration office to become a member of Football Life. Which is free. If the customer chooses to join the football trainee program Football Life will start the process as follows:

1. Arrange the meeting with coaches to let the participants know more about what is Football Life and what the participant can gain here.
2. Fill in the basic form which contains personal information namely are profession, age, mobile number, email, social media account, email, address, jersey size, number, individual or community attendance and relevant football preference which namely are where he/she wants to play, which match type 5 a side or 7 a side or 11 side, player position, favorite team, favorite players and time availability.
3. Participants finish the assessment of football level test which is conducted by coaches through the way of pentagonal ability map model.
4. Participants will choose to attend or not. And the participant can choose if he is going to take extra services such as personal match statistics analysis, nutrition guide and rehabilitation training.
5. Finish payment and receive the guideline brochure, personal football equipment and team arrangement information.

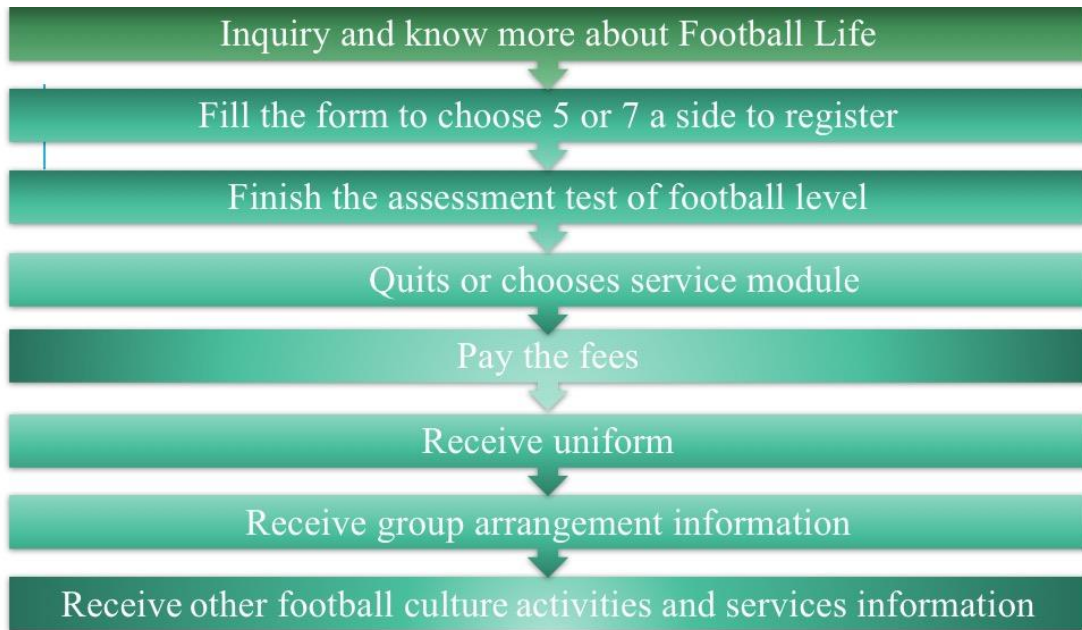


Figure 11 The service flow of Football Life

Source: Football Life, 2018.

6.6.2. Price

6.6.2.1. Price methodology

Football Life sets the price basically according to the Cost-Plus pricing that both fixed and variable cost, are included, and a profit percentage is added on. (Kaplan & Warren, 2007)

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拾号体育公园 五人制、七人制、十一人制足球场
 ▶ 地址：广州市海珠区新港东路琶洲东村新马路自编18号(地铁万胜围站D出口)
 ▶ 订场热线：18028625528 ▶ Q Q群：344364897

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 ▶ 订场热线：18998295502

拾号体育公园场地租赁价格表

场地类型	周期	时间段	市场价	月度VIP		季度VIP		年度VIP	
				含发票 (充值5000元)	不含票 (充值5000元)	含发票 (充值15000元)	不含票 (充值15000元)	含发票 (充值30000元)	不含票 (充值30000元)
五人制	周一至周日	06:00-18:00	500	400	300	400*1	350*1	350*1	300*1
		18:00-24:00	600	500	400	500*1	450*1	400*1	350*1
06:00-18:00		1000	800	700	800*2	700*2	700	600	
18:00-24:00		1200	1000	900	1000*2	900*2	900	800	
七人制		06:00-18:00	800	700	600	700*1	600*1	600	500
		18:00-24:00	1000	900	800	900*1	800*1	800	700
小七人制	06:00-18:00	2500	2000	1800	2000*4	1800*4	1800	1600	
	18:00-24:00	3000	2500	2300	2500*4	2300*4	2300	2100	

Figure 12 The pitch renting fees

Source: Shi Hao Ti Yu (Pitch supplier), 2018.

6.6.2.2. Price Calculation

Cost: Football Life has fixed cost and variable cost as two main parts. From the income statement, we can see more details from diagrams. For culture activities, the fees will vary from different activities and it is prepaid before activities happened. Mostly it includes the application fees and the site fees.

For training and matches service we have four models. Monthly member fees, seasonally member fees, half year member fees and whole year member fees. The discount will increase with longer period choices.

Football Life Price List		
Item	Five-a-side	Seven-a-side
Application Fees	50Rmb	
Monthly Payment	475Rmb	575Rmb
Seasonal Payment	$455*3=1365\text{Rmb}$	$555*3=1665\text{Rmb}$
Half of the year Payment	$425*6=2550\text{Rmb}$	$525*6=3150\text{Rmb}$
Yearly Payment	$405*12=4860\text{Rmb}$	$505*12=6060\text{Rmb}$
Remarks	Pay before service starts	

Table 1 Price type of membership in Football Life

6.6.3. Place

The football culture activity for class 1 members normally take place in different sites which could be conference hall in hotels, coffee bars and so on. Those places will be Football Life official activity space.

The training sessions and matches for class 2 members always happen in football pitches. In the first year of Football Life operation, Football Life will choose 5 football pitches in 5 districts respectively in Guangzhou as Football Life official sites and those companies which own the operation right of football pitches will build the strategy partners relationship with Football Life which will make the pitches renting contract more stable, long-term and the rent price will be relative lower.

6.6.4. Promotion

The fast-changing nature of the modern business environment means that marketing planning should be a continuous, ever-evolving process, which seeks to exploit these changes to the company's best advantage (Brooksbank, 1991). The company should always make changes in different aspects to follow the changes of the inner environment and outside environment. Promotion is also not an exception. Firstly, Football Life will use different platforms to promote our organizations such as advertisement boards which are at the side of pitches and different social network media such as Wechat official account, Sina Weibo and football apps which are Dongqiudi and Hupu Sports. What is more, since Football Life is a local based culture organization we will use local media to increase Football Life influence to the public audience among them are local sport television, sport radio channels and sport newspaper.

In the same time, we will change the way of imposing according to the features like age group and gender.

The term "customizing" refers to the process of growing a company-wide commitment to satisfy customers and, in this first stage of the planning process, the central aim is for senior management to provide the necessary leadership in facilitating this process. The challenge is to motivate, inspire and to encourage all staff to appreciate that, ultimately, they work for customers.

Since Football Life will start from a small scale, Football Life will focus on our social media platform to promote and spread our organization and culture to arise the attention and interests among amateur football lovers.

Another core promotion working area is focusing all attendants, which means that our social media team will make publicity material from them. In this way, all the attendants will have the willingness to share social media content from Football Life and Football Life will get the costless but efficient way to spread and promote the organization, culture and service maximally.

There is also a cooperation way to do promotion which is the way of uniting brands. We can publish market publicity together with other brands to achieve the same goal while decreasing the cost. The ideal cooperate partners are with pitches and football equipment company which have same target market.

7. Human Resource Management

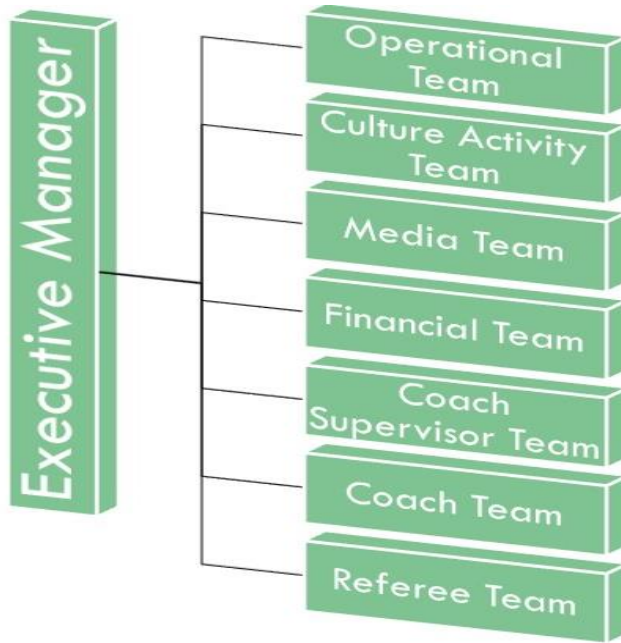


Figure 13 The human resource structure of Football Life

Source: Football Life, 2018.

The human resource structure is as what the table shows. More specific information of human resource part will be written in the form below.

Football Life Human Resource			
Position	Type	Quantity	Work Requirements
Executive Manager	Full Time	1	<p>Inside: The executive manager is the commander of the organization. The executive manager charges for all the things, namely are: set up the long-term develop planning, enterprise culture and mission, brand building. Organize and arrange all daily routine work in each department.</p> <p>Outside: Create and maintain partner enterprise relationship, represent enterprise as spokesman, recruit new staff.</p>

Operational Staff	Full Time	5	<ol style="list-style-type: none"> 1. Charge for all operational work, maintain the relationship among the coach, participants and Football Life. 2. Maintain the relationship between Football Life and relevant organizations such advertisement company, pitches affordance part and Football Life official activity venue. 3. Satisfy the needs of customers and assist customer service process. 4. Translate between the foreigner coach and students.
Media Team	Full Time	1	<ol style="list-style-type: none"> 1. Operate official social account 2. Taking daily and activities photos 3. Innovate the marketing work
Financial Team	Full Time	1	<ol style="list-style-type: none"> 1. Manage company accounting entries 2. Writing the financial report seasonally 3. Deal with company tax issues 4. Charge for the salary and welfare issues 5. Charge for all the cash preserve and usage
Coach Supervise Team	Part Time	1	<ol style="list-style-type: none"> 1. Compile training teaching material 2. Supervise and train all coaches 3. Interact with coaches and players
Coach Team	Part Time	5(Minimum)	<ol style="list-style-type: none"> 1. Make the training plan 2. Give guidance to all the trainers 3. Arrange match plan 4. Learn and improve training ways

Referee Team	Part Time	5(Minimum)	Officiate the match
Activity Arrangement Team	Full-Time	1	<ol style="list-style-type: none"> 1. Plan and organize all culture activities 2. Carry out and control all culture activities

Table 2 Detailed Football Life human resource introduction

8. Financial plan

8.1. Cost

The initial capital structure has two source one is from family and friend fund and the amount is 250,000Rmb, another part is from bank loan which is also 250,000Rmb.

Through 5 years financial projection Football Life lists income statement, balance sheet and cash flow to reflect the cost, profit, asset and cash flow to analysis the business from financial part. Here we base on the expectation that Football Life will open five sites in five districts respectively. Football Life expects that every year there will be new members coming which at least can form one 5 side team and one 7 side team. And as for the culture activity part, there will be a 10% growth every year based on the 120,000Rmb revenue scale at the beginning year.

From the income statement, we can see the tangible and intangible cost have huge difference while tangible cost just takes 2.2% in all cost, and the depreciation time of tangible asset is 3 three years except football is 2 years under the straight-line depreciation method. Intangible cost takes 97.8%. In intangible cost, after the analysis, we found that human resource expenditure accounts for 53.7% in total cost which contains the salary of full time working staffs and part-time coaches. From the perspective of cost, if Football Life wants to decrease the cost, the only part where exists chance to decrease cost is in human resource cost. As for the way of how to decrease the cost is that Football Life can build one training and internship program, from which those professional and amateur football players can gain the internship,

training and teaching experience. In return, they will work for Football Life and train amateur football lovers in Football Life with basic transportation allowance and working meal allowance for a three-month period time.

The pitches fees take 31.93% in total cost which is the second largest part in the cost structure. Since Football Life has a low bargaining power against pitches supplier. Football Life should make efforts on maintaining long term partner relationship with pitches supplier to make sure the foundation of the operation of Football Life.

8.2. Sales

As for sales, the change of price of training fees has a huge impact on sales. For example, if Football Life adds 10 RMB increase in the price, the sales will increase 20,000 RMB every year. So, Football Life should try to set the price at the maximum while the price is acceptable to most amateur football lover participants.

Income Statement					
	2019	2020	2021	2022	2023
Tangible Fixed Asset					
Football	5,000.00		5,000.00	5,000.00	5,000.00
Speed and agility ladder	2,000.00		2,000.00	2,000.00	2,000.00
Set of speed and agility hurdles	1,800.00		1,800.00	1,800.00	1,800.00
Diamond football training bibs	700.00		700.00	700.00	700.00
Set of 30 multi-coloured marker cones	150.00		150.00	150.00	150.00
Diamond boundary slalom pole	1,250.00		1,250.00	1,250.00	1,250.00
Diamond football free kick mannequin	8,000.00		8,000.00	8,000.00	8,000.00
Passing arcs	800.00		800.00	800.00	800.00
Soccer tennis net	560.00		560.00	560.00	560.00
Escape belt	1,200.00		1,200.00	1,200.00	1,200.00
Speed parachute	2,200.00		2,200.00	2,200.00	2,200.00
The soccer store target sheet	800.00		800.00	800.00	800.00

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Precision training balance board	1,800.00		1,800.00	1,800.00	1,800.00
Power speed resister	3,600.00		3,600.00	3,600.00	3,600.00
Fitness mad safety resistance trainer	3,000.00		3,000.00	3,000.00	3,000.00
Air D-Man hand pump	225.00		225.00	225.00	225.00
Diamond football standard first aid kit	750.00	750.00	750.00	750.00	750.00
Depreciation	12,102.06	14,602.06	31,704.11	41,704.11	48,806.17
Total Tangible Fixed Asset Cost	12,102.06	14,602.06	31,704.11	41,704.11	48,806.17
Intangible Fixed Assets Cost					
Interim interest	25,000.00	40,000.00	45,000.00	0.00	0.00
Unforeseen in fixed assets	2,000.00	2,000.00	3,000.00	3,000.00	5,000.00
Amortization of loan	50,000.00	50,000.00	150,000.00	0.00	0.00
Marketing fees	30,000.00	40,000.00	50,000.00	60,000.00	70,000.00
Office rent fees	42,000.00	46,200.00	50,400.00	54,600.00	58,800.00
Administration fees	20,000.00	30,000.00	40,000.00	50,000.00	60,000.00
Human resource cost					
Executive manager	84,000.00	92,400.00	100,800.00	109,200.00	117,600.00
Accounting manager	60,000.00	66,000.00	72,000.00	78,000.00	84,000.00
Operational staffs	240,000.00	264,000.00	288,000.00	322,000.00	347,000.00
Culture activity manger	60,000.00	66,000.00	72,000.00	78,000.00	84,000.00
Social media manager	60,000.00	66,000.00	72,000.00	78,000.00	84,000.00
Staff insurance and fund	107,831.03	107,831.03	107,831.03	107,831.03	107,831.03
Training fees					
Remuneration of trainer	12,000.00	13,200.00	14,400.00	15,600.00	15,600.00
Training expenditure	6,000.00	6,600.00	7,200.00	7,800.00	8,400.00
Total Intangible Cost	798,831.03	890,231.03	1,072,631.03	964,031.03	1,042,231.03

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Total Fixed Cost	810,933.09	904,833.09	1,104,335.14	1,005,735.14	1,091,037.20
Variable Cost					
Pitches fees	492,000.00	984,000.00	1,476,000.00	2,164,800.00	2,952,000.00
Fees of coach	168,000.00	369,600.00	604,800.00	873,600.00	1,176,000.00
Fees of referee	48,000.00	105,600.00	172,800.00	249,600.00	336,000.00
Total Cost	1,518,933.09	2,364,033.09	3,357,935.14	4,293,735.14	5,555,037.20
Sales					
Subsidiary	21,300.00	21,300.00	21,300.00		
Service sales	1,089,000.00	2,178,000.00	3,267,000.00	4,791,600.00	5,989,500.00
Culture activity sales	120,000.00	132,000.00	145,200.00	159,720.00	175,692.00
Application fees	8,500.00	8,500.00	8,500.00	8,500.00	8,500.00
Revenue	(280,133.09)	(24,233.09)	84,064.86	666,084.86	618,654.80
Tax	0.00	0.00	21,016.21	166,521.21	154,663.70
Net earning	(280,133.09)	(24,233.09)	63,048.64	499,563.64	463,991.10

Notes:

1. For 5 side training model there are 14 amateur football lovers, for 7 side training model there are 20 amateur football lovers.
2. The depreciation rate is 33.3% except the depreciation rate of football is 50%. 3. The revenue tax is 25%.
4. The subsidiary is from local government, which contains staff salary subsidiary, office rent subsidiary and others in total. 5. The salary of coaches and referees increase 10% every year. 6. The price of training fees goes up 10% at the fourth year.

Table 3 Income Statement

Balance Sheet					
	2019	2020	2021	2022	2023
Tangible Assets					
Cash	198133.966	-312247.068	50536.718	449628.589	642098.8828
Football	2500	2500	5000	7500	10000
Speed and agility ladder	1334	668	1334	2002	2002
Set of speed and agility hurdles	1200.6	601.2	1200.6	1801.8	1801.8

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Diamond football training bibs	466.9	233.8	466.9	700.7	700.7
Set of 30 multi- coloured marker cones	100.05	50.1	100.05	150.15	150.15
Diamond boundary slalom pole	833.75	417.5	833.75	1251.25	1251.25
Diamond football free kick mannequin	5336	2672	5336	8008	8008
Passing arcs	533.6	267.2	533.6	800.8	800.8
Soccer tennis net	373.52	187.04	373.52	560.56	560.56
Escape belt	800.4	400.8	800.4	1201.2	1201.2
Speed parachute	1467.4	734.8	1467.4	2202.2	2202.2
The soccer store target sheet	533.6	267.2	533.6	800.8	800.8
Precision training balance board	1200.6	601.2	1200.6	1801.8	1801.8
Power speed resister	2401.2	1202.4	2401.2	3603.6	3603.6
Fitness mad safety resistance trainer	2001	1002	2001	3003	3003
Air D-Man hand pump	150.075	75.15	150.075	225.225	225.225
Diamond football standard first aid kit	500.25	750.75	500.25	1251	1251
Depreciation	12102.055	14602.055	31704.11	41704.11	48806.165
Total Asset	219866.911	-299615.928	74769.663	486492.674	681462.9678
Equity	-30133.089	-54366.178	8682.464	408246.106	672237.2067
Common Stock	250000	250000	250000	250000	250000
Net Earnings	-280133.089	-24233.089	63048.642	499563.642	463991.1008
Dividend	0	0	0	100000	200000
Retained Earning	-280133.089	-304366.178	-241317.536	158246.106	422237.2067
Liability					

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Loan	200000	150000	0	0	0
Total Liability	200000	150000	0	0	0

Table 4 Balance Sheet

Cash Flow					
	2019	2020	2021	2022	2023
Cash flow from operating activities					
Net income	-280133.089	-24233.089	63048.642	499563.642	463991.1008
Depreciation and amortization	62102.055	64602.055	181704.11	22982.195	23231.945
Interest Fees	25000	40000	45000		
Total cash flows from operating activities	-193031.034	80368.966	289752.752	522545.837	487223.0458
Cash flow from investing activities					
Purchase of machinery, equipment and improvements	-33835	-750	-33835	-33835	-33835
Total cash flow from investing activities	-33835	-750	-33835	-33835	-33835
Cash flow from financial activities					
New long-term loan	0				
Self investment	0				

Repayment of loan	-50000	-50000	-150000		
Interest Fees	-25000	-40000	-45000		
Bonus	0	0	0	100000	200000
Total cash flow from financing cash activities	-75000	-90000	-195000	-100000	-200000
Net increase in cash and cash equivalents	198133.966	-312247.068	50536.718	449628.589	642098.8828
Cash and cash equivalent, Beginning	500000	-301866.034	-10381.034	60917.752	388710.837
Cash and cash equivalent, ending	-301866.034	-10381.034	60917.752	388710.837	253388.0458

Table 5 Cash Flow

9. Continuous Service Development

To make sure Football Life can survive in the market and lead the market. Football Life must always keep the value “Kaizen” inside the culture of the organization. In Japanese, the definition of Kaizen is "improvement" and particularly, "Continuous Improvement"-- slow, incremental but constant. Norman Bodek explains this and translates it as "Quick & Easy Kaizen".

Football Life uses Kaizen as guiding ideology. Use “Kaizen” as the focal point for integrating a company’s overall planning effort and reinforcing Football Life’s commitment to being totally customer driven which means Football Life should always improve the quality of the service from all aspects and all details to satisfy the customers maximally.

From the customer analysis which is done by Football Life, we found that all attributes which influences the degree of satisfaction of amateur football lovers. Namely are the fees, training and match time, the comprehensive qualities of teammates, the specialty of coaches and referee, the working attitude of Football Life staffs, the quality of pitches, the interestingness, specialty and scientific character, the degree of

intensiveness, the perception of improvement of athletic performance of participants, sense of identity and integrate, and audience atmosphere.

Football Life will build our core competence by improving service which aims to improve all attributes mentioned above, in the same time, Football Life will not neglect dedicating to strength all the organization values from all aspects and details.

10. Conclusion

Football Life aims to share the joy and benefits of football to all people and to expand and enrich the life of amateur football lovers with joining Football Life. On the stage of China football reform, we believe Football Life is in its golden period. And in the same time, Football Life will play an important role in promoting the development of Chinese social football. We believe that Football Life will expand its organization across all over China in the future and become one crucial and influential part in China Football history.

This business plan has a feature that the tangible cost is low and the crucial working task is integrating all human resource to fight for one aim which is knowing the needs of customers and to serve and to improve them in football area. Educate people to perceive the joy of football maximally.

The net earnings in the first five years are, (280,133.09), (24,233.09), 63,048.64, 499,563.64 and 463,991.10Rmb respectively. The NPV of Football Life after 5 years' operation is CN¥548,177.44 and the IRR is 45%. From these two indicators, it seems that this business plan is not a high profit business. While, there is a good signal which is that after three years operation Football Life can get back all the investment.

As the creator of Football Life and executive manager, I am satisfied with what I planned to do. What I will gain from the revenue as the owner and the salary as the executive manager is one aspect. What is more, to connect and make effective usage of all relevant football resource and all positive impacts and benefits on my staffs and customers from what Football Life is also a precious return to me. For the community and society Football Life gives all adult football lovers a place to gain a sense of belonging in the unacquainted big cities to connect people in reality rather than that in virtual internet world. To dispel the loneliness of people who does not have healthy social contact and are closed to be depressed in big commercial and information cities

nowadays. In Football Life way to make a stronger community where people know each other and have interaction with each other. In the same time to make a better society where people can immerse themselves in their own Football Culture World to be totally enjoyable and refreshed.

This business plan is inspired by my love to football and also by the love of Portuguese to football. Football is a beautiful sport both in athletic aspects and entertainment aspects. Culture is a strongest way to connect people and societies.

I believe Football Life will have its own site on a national scale and becomes home of all adult amateur football lovers everywhere in China and the culture of Football Life will spread among all adult football lovers and will be remembered and incorporated into their life.

For me, Football Life is a life-term cause which I would like to devote myself with my all life to make Football Life better and make everyone who has connection with Football Life become better as well as our human world.

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